

**Pennsylvania
Next Generation Manufacturing Study
Data Report**

Prepared by the Manufacturing Performance Institute

May 2009

Introduction

The Next Generation Manufacturing (NGM) Study was developed to better define the strategies and business activities necessary for world-class performance and success into the next generation.

The Pennsylvania NGM Study was commissioned and/or sponsored by the Pennsylvania Industrial Resource Centers. The NGM Study was part of a national study effort coordinated by the American Small Manufacturers Coalition — the association of Manufacturing Extension Partnership centers and partners.

This *Pennsylvania Next Generation Manufacturing Study Data Report* presents the overall research findings of Pennsylvania participants and NGM participants nationwide, as well as cross-tabulations of Pennsylvania NGM Study data by:

- Revenues
- Number of full-time employees (FTEs)
- State region (based on county of operation, respondents grouped by region)
- Product category (as classified by North American Industrial Classification System three-digit codes).

Data in this report generally appears in the same sequence as questions were presented to study respondents. Questions proceed through eight categories:

- Profile
- Customer-Focused Innovation
- Engaged People/Human Capital Acquisition, Development and Retention
- Superior Processes/Improvement Focus
- Supply-Chain Management and Collaboration
- Green/Sustainability
- Global Engagement
- Going Forward.

Questions and answer categories generally are presented in the same wording and format as they appeared on the study questionnaire. Quantitative responses to questions presented in this report consist of two types: Directive single-answer questions for which respondents were asked to “check one” answer category and open-ended questions for which respondents were asked to report a numeric answer. For each of the six functional categories (e.g., Customer-Focused Innovation), respondents also were asked to briefly write in answers regarding best practices; those write-in responses do not appear in this report.

Data for directive questions list the frequency (N) and percentage for each answer category (see *Glossary* for definitions of percentage and other terms). Answer categories that were not selected by any respondents (if applicable) have

been incorporated into the tables as 0%. The tables for open-ended questions are presented with frequency (N), median, average, 75th percentile and 25th percentile statistics. The Manufacturing Performance Institute believes it is best to focus on and report the *median* figure (or median with average). Unlike arithmetical averages or means, the median is the “typical response” and is not distorted by a few unusually high or low values that may exist in the sample due to special circumstances.

For cross-tabulations of questions that resulted in fewer than five responses, “ISD” (insufficient data) is indicated in the tables in order to retain respondent confidentiality. In addition, for the cross-tabulation of data by products, those groupings with fewer than five responses have been combined into “Other.” Please note that sample sizes for cross-tabulations may be quite small; the smaller the sample size, the lower the statistical significance of the data. Nonetheless, this data can be used as a benchmark by manufacturers.

Reading the Data Tables

Data should be read down the columns. For example, in the hypothetical table below, 181 organizations responded. Of the 113 firms with fewer than 50 full-time employees that answered this particular question, 21.2% have less than 1% of their workforce dedicated to new product development, 31.9% have 1-5% dedicated, 12.4% have 6-10% dedicated, and 34.5% have more than 10% dedicated.

What percentage of your workforce is dedicated to new product development/R&D?	Number of FTEs	
	Fewer than 50	50 or more
(N)	113	68
>1%	21.2%	17.6%
1-5%	31.9%	36.8%
6-10%	12.4%	13.2%
More than 10%	34.5%	32.4%

Methodology

The Pennsylvania Next Generation Manufacturing Study was conducted using an online questionnaire. Respondents also had access to a PDF version of the questionnaire that they could complete and mail back as a hard copy. A total of 362 Pennsylvania manufacturers participated from February 21, 2009 through April 8, 2009. The NGM Study has a total of 2,529 respondents across the United States. MEPs in participating states used various techniques to promote study participation. Responses to the NGM Study were received by the Manufacturing Performance Institute (MPI), then entered into a database, edited, and cleansed to ensure answers were plausible, where necessary.

All respondent answers to the survey are confidential. As incentives, respondents who provided contact information along with their specific responses were offered a copy of a NGM Performance Report, similar to this Data Report, which shows their responses next to answer categories comparable to their own organizational profiles. Respondents who wished to remain anonymous while completing the questionnaire could provide contact information at a separate website and, as their incentive, receive a Data Report.

Glossary

Frequency (N): Frequency is the number or count of responses for a question.

Average: The average or mean value for answers to open-ended questions (sum of values divided by the number of responses).

Median: The midpoint value for open-ended questions — the value above which and below which half the answers fall; equivalent to the 50th percentile. The median is frequently the most reliable statistic upon which to base comparisons.

Percentage: The percentage of responses for a specific answer category based on all responses for that particular question. (*Note: This is not based on the total number of respondents for the survey*). For cross-tabulated data, the percentage is based on those that responded to *both* the question being analyzed and the cross-tabulation question.

Percentiles: The 25th percentile is the value below which 25% of answers fall. The 75th percentile is the value below which 75% of answers fall.

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

PROFILE**Which of the following describes your organization?**

(N)	355	2,497	173	161	181	173
Company	83.4%	79.8%	93.6%	74.5%	92.3%	74.0%
Division/unit of a larger company	16.6%	20.2%	6.4%	25.5%	7.7%	26.0%

Product Category

(N)	362	2,529	176	165	183	178
Food Manufacturing	2.8%	3.9%	2.8%	2.4%	1.6%	3.9%
Beverage and Tobacco Product Manufacturing	0.6%	0.3%	0.0%	1.2%	0.0%	1.1%
Textile Mills	1.7%	1.1%	2.8%	0.6%	2.2%	1.1%
Textile Product Mills	0.3%	0.7%	0.6%	0.0%	0.6%	0.0%
Apparel Manufacturing	1.4%	0.9%	1.7%	1.2%	0.6%	2.3%
Leather and Allied Product Manufacturing	0.3%	0.6%	0.6%	0.0%	0.6%	0.0%
Wood Product Manufacturing	2.5%	2.8%	1.1%	4.2%	1.1%	3.9%
Paper Manufacturing	1.9%	2.5%	1.7%	2.4%	1.6%	2.3%
Printing and Related Support Activities	3.3%	2.4%	3.4%	3.6%	3.3%	3.4%
Petroleum and Coal Products Manufacturing	0.8%	0.5%	0.6%	1.2%	1.1%	0.6%
Chemical Manufacturing	8.6%	7.3%	9.1%	8.5%	10.4%	6.7%
Plastics and Rubber Products Manufacturing	6.6%	6.6%	4.0%	9.7%	4.4%	9.0%
Nonmetallic Mineral Product Manufacturing	3.3%	2.3%	2.3%	4.9%	2.7%	3.9%
Primary Metal Manufacturing	9.9%	8.3%	9.1%	10.9%	8.7%	11.2%
Fabricated Metal Product Manufacturing	16.0%	16.2%	15.9%	15.8%	16.9%	15.2%
Machinery Manufacturing	15.5%	16.2%	17.1%	13.9%	19.1%	11.2%
Computer and Electronic Product Manufacturing	10.5%	10.0%	13.6%	7.3%	11.5%	9.6%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	2.8%	2.3%	2.4%	2.2%	2.8%
Transportation Equipment Manufacturing	4.1%	6.5%	2.8%	3.6%	3.8%	4.5%
Furniture and Related Product Manufacturing	2.8%	2.6%	3.4%	2.4%	2.2%	3.4%
Miscellaneous Manufacturing	4.1%	4.3%	4.0%	3.6%	4.4%	3.9%
Other	0.6%	1.3%	1.1%	0.0%	1.1%	0.0%

How many years has your organization been in operation?

(N)	361	2,518	176	164	183	177
Median	35	32	30	40	27	41
Average	43	41	37	50	35	52
75th Percentile	56	55	48	62	44	67
25th Percentile	21	19	15	27	15	30

What are your approximate annual revenues?

(N)	341	2,353	176	165	177	164
Median	\$9,000,000	\$10,000,000	\$3,200,000	\$24,000,000	\$3,500,000	\$23,000,000
Average	\$143,859,537	\$159,603,620	\$3,903,989	\$293,145,455	\$4,907,356	\$293,826,220
75th Percentile	\$22,500,000	\$30,000,000	\$6,000,000	\$60,000,000	\$6,500,000	\$60,000,000
25th Percentile	\$3,000,000	\$3,000,000	\$1,500,000	\$15,000,000	\$1,750,000	\$13,000,000

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
How many full-time employees (and equivalents)?						
(N)	361	2,506	176	165	183	178
Median	47	55	22	120	22	125
Average	398	445	32	816	23	784
75th Percentile	140	140	35	250	34	275
25th Percentile	21	21	12	70	12	75
What is the age of your organization's chief executive?						
(N)	357	2,510	175	163	181	176
< 30	0.3%	0.4%	0.6%	0.0%	0.6%	0.0%
31-40	4.5%	5.7%	4.0%	5.5%	5.0%	4.0%
41-50	28.6%	29.8%	25.1%	33.1%	26.5%	30.7%
51-60	41.7%	40.7%	44.6%	36.8%	40.9%	42.6%
>60	24.9%	23.5%	25.7%	24.5%	27.1%	22.7%
Do you anticipate a planned succession of leadership in the next five years?						
(N)	355	2,506	175	161	183	172
Yes	27.0%	24.9%	23.4%	29.8%	25.1%	29.1%
Maybe	23.9%	29.3%	26.3%	21.1%	26.2%	21.5%
No	49.0%	45.9%	50.3%	49.1%	48.6%	49.4%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:						
(N)	361	2,517	176	165	183	178
1=Not important	2.2%	1.8%	1.1%	3.6%	0.6%	3.9%
2	3.3%	3.6%	4.0%	3.0%	3.8%	2.8%
3	8.9%	10.0%	11.4%	6.7%	11.5%	6.2%
4	27.2%	26.4%	27.8%	26.7%	26.8%	27.5%
5=Highly important	58.5%	58.2%	55.7%	60.0%	57.4%	59.6%
Rate your organization's progress toward world-class customer-focused innovation:						
(N)	359	2,517	175	164	182	177
1=No progress	5.0%	4.7%	6.3%	3.7%	5.5%	4.5%
2	12.3%	14.9%	14.9%	9.8%	15.4%	9.0%
3	36.8%	34.8%	37.7%	37.2%	37.9%	35.6%
4	33.2%	33.3%	28.6%	37.2%	28.6%	37.9%
5=World-class	12.8%	12.2%	12.6%	12.2%	12.6%	13.0%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	355	2,497	172	163	178	176
<1%	22.8%	22.2%	24.4%	20.9%	22.5%	23.3%
1-5%	43.9%	43.3%	34.9%	52.8%	33.7%	54.6%
6-10%	18.0%	18.9%	16.9%	19.6%	19.1%	16.5%
>10%	15.2%	15.7%	23.8%	6.8%	24.7%	5.7%

What percentage of sales is invested into new-product development/R&D?

(N)	360	2,506	176	164	183	177
<1%	25.0%	23.1%	26.1%	24.4%	23.5%	26.6%
1-5%	46.1%	44.7%	40.9%	51.8%	44.3%	48.0%
6-10%	16.9%	17.6%	15.3%	18.3%	15.3%	18.6%
>10%	11.9%	14.6%	17.6%	5.5%	16.9%	6.8%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	360	2,510	175	164	182	177
No measurement system per se or reviews	27.5%	27.6%	36.0%	19.5%	30.2%	24.9%
Ad hoc monitoring of basic measures and ad hoc reviews	35.3%	31.1%	37.1%	35.4%	40.1%	30.5%
Company-specific metrics monitored regularly by operations staff	8.9%	10.7%	6.3%	11.6%	6.6%	11.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.2%	19.2%	15.4%	21.3%	16.5%	21.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.2%	11.4%	5.1%	12.2%	6.6%	11.9%

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	354	2,473	173	161	180	174
<5%	61.0%	57.7%	57.8%	64.6%	57.2%	64.9%
5-10%	24.9%	26.5%	25.4%	24.2%	24.4%	25.3%
11-20%	7.6%	9.6%	5.8%	9.3%	7.8%	7.5%
>20%	6.5%	6.1%	11.0%	1.9%	10.6%	2.3%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	2,494	172	164	179	177
<5%	35.0%	30.4%	40.7%	30.5%	40.2%	29.9%
5-25%	46.2%	45.0%	39.0%	54.3%	38.6%	54.2%
26-50%	12.0%	16.0%	11.6%	11.6%	10.1%	13.6%
>50%	6.7%	8.6%	8.7%	3.7%	11.2%	2.3%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	2,519	176	165	183	178
1=Not important	1.7%	2.5%	2.8%	0.6%	3.3%	0.0%
2	6.4%	6.1%	8.5%	4.2%	7.7%	5.1%
3	11.9%	14.6%	11.9%	11.5%	12.6%	11.2%
4	33.7%	30.8%	32.4%	35.2%	32.2%	34.8%
5=Highly important	46.4%	45.9%	44.3%	48.5%	44.3%	48.9%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	2,507	176	164	183	177
1=No progress	7.8%	9.4%	10.8%	4.9%	10.9%	4.5%
2	21.7%	22.5%	21.0%	22.0%	20.8%	22.6%
3	42.5%	37.6%	40.9%	45.7%	41.0%	44.1%
4	23.3%	24.4%	22.2%	24.4%	21.9%	24.9%
5=World-class	4.7%	6.1%	5.1%	3.1%	5.5%	4.0%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	2,513	175	165	182	178
<25%	38.9%	41.4%	33.1%	45.5%	33.0%	44.9%
25-50%	31.4%	27.6%	32.6%	29.7%	31.3%	31.5%
51-75%	18.3%	17.8%	22.3%	14.6%	19.8%	16.9%
76-90%	7.8%	8.0%	8.0%	7.9%	11.5%	3.9%
>90%	3.6%	5.2%	4.0%	2.4%	4.4%	2.8%

How many formal training hours are devoted annually to each employee?

(N)	360	2,510	175	165	182	178
8 or fewer	29.2%	29.6%	34.3%	24.2%	32.4%	25.8%
9-20	45.3%	41.1%	45.7%	43.6%	43.4%	47.2%
21-40	16.7%	18.8%	10.9%	23.0%	15.9%	17.4%
>40	8.9%	10.5%	9.1%	9.1%	8.2%	9.6%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	357	2,493	174	163	181	176
<1%	31.9%	28.5%	33.9%	30.1%	34.3%	29.6%
1-5%	43.4%	46.7%	38.5%	48.5%	36.5%	50.6%
6-10%	17.7%	16.1%	18.4%	17.2%	18.8%	16.5%
>10%	7.0%	8.7%	9.2%	4.3%	10.5%	3.4%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	358	2,506	174	164	181	177
No measurement system per se or reviews	29.6%	29.1%	34.5%	24.4%	34.8%	24.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.2%	33.7%	35.1%	37.2%	34.3%	36.2%
Company-specific metrics monitored regularly by operations staff	12.6%	13.5%	13.2%	11.0%	12.7%	12.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff	15.6%	17.2%	12.1%	18.3%	12.2%	19.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	7.0%	6.5%	5.2%	9.2%	6.1%	7.9%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	345	2,403	171	158	175	169
< \$75,000	29.9%	34.9%	36.3%	22.8%	32.6%	27.2%
\$75,000-\$125,000	42.0%	37.1%	40.9%	44.9%	40.0%	44.4%
\$125,001-\$175,000	17.4%	17.2%	14.0%	19.0%	16.6%	17.8%
> \$175,000	10.7%	10.8%	8.8%	13.3%	10.9%	10.7%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	355	2,479	174	162	180	175
0%	9.3%	8.2%	15.5%	1.9%	17.2%	1.1%
0.1-1%	23.9%	21.1%	31.6%	16.7%	33.9%	13.7%
1.1-5%	35.8%	32.6%	31.6%	42.0%	27.8%	44.0%
5.1-10%	21.4%	24.5%	14.9%	26.5%	16.1%	26.9%
>10%	9.6%	13.6%	6.3%	13.0%	5.0%	14.3%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	361	2,510	176	165	183	178
1=Not important	0.3%	0.8%	0.6%	0.0%	0.6%	0.0%
2	3.9%	2.8%	6.8%	1.2%	5.5%	2.3%
3	12.7%	10.1%	12.5%	13.3%	14.8%	10.7%
4	30.8%	26.5%	33.0%	27.3%	32.2%	29.2%
5=Highly important	52.4%	59.8%	47.2%	58.2%	47.0%	57.9%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Rate your organization's progress toward world-class processes and process improvement:

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
1=No progress	361	2,512	175	165	182	178
2	3.1%	3.3%	4.0%	2.4%	5.0%	1.1%
3	15.2%	16.3%	17.1%	13.9%	14.8%	15.7%
4	38.8%	36.6%	39.4%	37.6%	41.2%	36.5%
5=World-class	34.6%	33.2%	32.0%	38.8%	30.8%	38.2%
	8.3%	10.6%	7.4%	7.3%	8.2%	8.4%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<26%	359	2,496	174	165	181	178
26-50%	33.2%	33.3%	35.1%	30.9%	32.6%	33.7%
51-75%	24.5%	22.8%	24.7%	25.5%	22.1%	27.0%
76-99%	19.5%	19.4%	19.0%	19.4%	21.6%	17.4%
100%	15.3%	15.1%	13.2%	18.2%	15.5%	15.2%
	7.5%	9.5%	8.1%	6.1%	8.3%	6.7%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<1%	357	2,492	174	162	181	175
1-5%	11.5%	10.2%	13.8%	9.3%	14.9%	8.0%
6-10%	43.4%	48.1%	39.1%	47.5%	39.2%	47.4%
>10%	32.2%	28.1%	31.6%	34.0%	31.5%	33.1%
	12.9%	13.6%	15.5%	9.3%	14.4%	11.4%

What best describes your measurement system for reviewing return from process improvements?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
No measurement system per se or reviews	359	2,505	174	164	181	177
Ad hoc monitoring of basic measures and ad hoc reviews	17.6%	16.8%	22.4%	13.4%	24.3%	10.7%
Company-specific metrics monitored regularly by operations staff	27.6%	29.3%	32.2%	24.4%	28.2%	26.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.5%	19.8%	18.4%	21.3%	18.8%	20.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	24.2%	21.5%	19.5%	28.1%	19.9%	28.8%
	11.1%	12.7%	7.5%	12.8%	8.8%	13.6%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	2,490	173	165	180	178
<80%	7.0%	6.6%	4.6%	9.1%	5.0%	9.0%
80-90%	14.0%	14.7%	13.9%	13.9%	12.8%	15.2%
91-95%	19.8%	21.1%	20.8%	20.0%	18.9%	20.8%
96-98%	30.7%	28.8%	33.0%	30.9%	35.0%	26.4%
>98%	28.5%	28.8%	27.8%	26.1%	28.3%	28.7%

Describe your customers' satisfaction with your overall performance?

(N)	358	2,490	174	164	180	178
Threatens to pull business because we don't match the competition	1.4%	1.8%	1.7%	0.6%	1.7%	1.1%
Indifferent to buying our product or competitors	6.2%	4.7%	6.9%	4.9%	6.7%	5.6%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	45.7%	39.1%	50.0%	41.7%	44.9%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	47.7%	52.3%	44.5%	50.0%	48.3%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	2,463	172	160	178	173
<25%	43.3%	43.3%	40.1%	48.8%	40.5%	46.2%
26-50	37.0%	34.2%	36.1%	37.5%	35.4%	38.7%
51-75%	12.8%	14.7%	15.7%	9.4%	16.3%	9.3%
76-99%	4.6%	5.7%	5.8%	2.5%	5.6%	3.5%
>100%	2.3%	2.0%	2.3%	1.9%	2.3%	2.3%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	2,501	176	165	183	178
1=Not important	4.4%	3.6%	6.3%	3.0%	6.0%	2.8%
2	10.5%	8.8%	14.2%	7.9%	12.6%	8.4%
3	20.2%	19.4%	25.0%	14.6%	24.0%	16.3%
4	31.8%	30.6%	25.6%	37.0%	26.8%	37.1%
5=Highly important	33.2%	37.6%	29.0%	37.6%	30.6%	35.4%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
1=No progress	360	2,490	176	164	183	177
2	7.8%	9.1%	10.8%	5.5%	10.4%	5.1%
3	26.7%	24.5%	28.4%	25.6%	26.2%	27.1%
4	37.8%	38.8%	35.2%	39.0%	34.4%	41.2%
5=World-class	21.9%	22.1%	20.5%	24.4%	23.0%	20.9%
	5.8%	5.5%	5.1%	5.5%	6.0%	5.7%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<1%	357	2,480	173	163	180	176
1-5%	25.5%	24.2%	26.6%	23.9%	23.9%	26.7%
6-10%	53.5%	50.6%	50.9%	57.1%	49.4%	58.0%
>10%	14.0%	17.7%	13.3%	14.1%	17.8%	10.2%
	7.0%	7.5%	9.3%	4.9%	8.9%	5.1%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<1%	355	2,483	174	161	181	174
1-5%	25.6%	28.8%	26.4%	25.5%	26.5%	24.7%
6-10%	54.1%	49.9%	54.6%	54.7%	55.8%	52.3%
>10%	13.8%	15.1%	12.6%	14.3%	10.5%	17.2%
	6.5%	6.2%	6.3%	5.6%	7.2%	5.8%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
No measurement system per se or reviews	360	2,496	175	164	182	177
Ad hoc monitoring of basic measures and ad hoc reviews	24.4%	26.2%	33.1%	15.9%	30.8%	17.5%
Company-specific metrics monitored regularly by operations staff	35.0%	30.9%	36.6%	34.8%	35.7%	34.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.8%	18.5%	13.1%	23.2%	14.8%	20.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	17.2%	17.5%	13.7%	19.5%	14.8%	19.8%
	5.6%	6.9%	3.4%	6.7%	3.9%	7.3%

		Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
		Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	357 3.1%	1,951 4.4%	173 0.6%	164 4.3%	180 0.0%	177 6.2%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	34.2%	33.0%	27.8%	42.1%	28.3%	40.1%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	50.4%	50.1%	57.8%	42.7%	57.8%	42.9%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories	12.3%	12.6%	13.9%	11.0%	13.9%	10.7%

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<10%	356 56.7%	2,451 52.8%	173 54.3%	162 59.3%	179 53.6%	176 59.7%
10-25%	34.0%	33.0%	37.0%	31.5%	36.9%	31.3%
26-50%	7.6%	10.9%	6.9%	8.0%	7.3%	8.0%
>50%	1.7%	3.3%	1.7%	1.2%	2.2%	1.1%

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
Suppliers regularly measured on cost, quality, and delivery performance	351 32.5%	2,433 34.9%	169 34.9%	162 30.9%	176 31.8%	175 33.1%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	11.1%	11.8%	10.1%	11.7%	12.5%	9.7%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.9%	30.7%	32.0%	30.9%	31.3%	32.6%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.7%	17.2%	12.4%	22.8%	14.8%	20.6%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	6.8%	5.5%	10.7%	3.7%	9.7%	4.0%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
1=Not important	360	2,510	176	164	183	177
2	20.8%	15.6%	22.7%	18.9%	23.5%	18.1%
3	18.9%	22.6%	22.7%	15.2%	20.8%	17.0%
4	28.6%	26.7%	22.7%	32.9%	25.1%	32.2%
5=Highly important	18.9%	19.4%	18.2%	21.3%	18.0%	19.8%
	12.8%	15.7%	13.6%	11.6%	12.6%	13.0%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
1=No progress	359	2,506	176	163	183	176
2	25.9%	20.8%	28.4%	22.7%	29.5%	22.2%
3	28.7%	32.0%	29.0%	27.0%	28.4%	29.0%
4	27.0%	27.2%	24.4%	31.3%	24.0%	30.1%
? 5=World-class	13.4%	14.7%	11.4%	15.3%	12.0%	14.8%
	5.0%	5.4%	6.8%	3.7%	6.0%	4.0%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<1%	357	2,494	173	164	180	177
1-5%	50.1%	45.0%	50.3%	48.2%	48.3%	52.0%
6-10%	29.4%	33.6%	26.6%	32.9%	27.2%	31.6%
>10%	10.1%	8.9%	10.4%	10.4%	11.1%	9.0%
	10.4%	12.5%	12.7%	8.5%	13.3%	7.3%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
<1%	359	2,492	174	165	181	178
1-5%	59.1%	54.5%	56.9%	60.6%	55.3%	62.9%
6-10%	24.2%	28.3%	24.7%	23.0%	24.9%	23.6%
>10%	10.9%	8.4%	12.1%	10.9%	12.2%	9.6%
	5.9%	8.9%	6.3%	5.5%	7.7%	3.9%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
What best describes your measurement system for reviewing return from Green/Sustainability efforts?						
(N)	360	2,492	174	165	181	178
No measurement system per se or reviews	57.2%	53.4%	64.9%	49.1%	60.8%	53.9%
Ad hoc monitoring of basic measures and ad hoc reviews	26.1%	25.0%	20.7%	32.1%	24.3%	28.1%
Company-specific metrics monitored regularly by operations staff	6.9%	8.4%	6.9%	7.3%	7.2%	6.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.7%	8.8%	4.6%	9.1%	5.5%	7.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	4.5%	2.9%	2.4%	2.2%	3.4%
Output Measures						
What is your annual reduction in energy per unit of product output?						
(N)	354	2,450	172	163	178	176
<10%	84.8%	83.4%	82.6%	85.9%	81.5%	88.1%
10-25%	14.1%	14.0%	15.1%	14.1%	16.3%	11.9%
26-50%	1.1%	2.1%	2.3%	0.0%	2.3%	0.0%
>50%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%
What is your annual reduction in usage of non-recycled material per unit of product output?						
(N)	353	2,436	171	162	177	175
<10%	79.3%	77.6%	78.4%	80.3%	78.5%	80.6%
10-25%	15.3%	16.6%	17.0%	13.6%	15.8%	14.9%
26-50%	4.3%	3.3%	2.9%	5.6%	4.0%	4.0%
>50%	1.1%	2.6%	1.8%	0.6%	1.7%	0.6%
What percentage of your products (by sales volume) are completely recyclable/reusable?						
(N)	354	2,444	170	164	177	176
<50%	60.2%	59.9%	62.9%	57.9%	63.3%	57.4%
51-75%	10.5%	8.7%	8.2%	14.0%	9.0%	11.9%
76-89%	7.1%	9.5%	5.9%	7.3%	6.2%	8.0%
90-99%	13.8%	13.8%	11.2%	15.9%	11.3%	15.9%
100%	8.5%	8.2%	11.8%	4.9%	10.2%	6.8%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
1=Not important	360	2,499	174	165	182	177
2	17.5%	18.1%	23.6%	11.5%	21.4%	13.6%
3	18.3%	18.1%	20.1%	15.2%	19.2%	17.5%
4	16.9%	17.5%	16.7%	17.0%	18.7%	15.3%
5=Highly important	20.8%	18.6%	18.4%	23.6%	19.2%	22.6%
	26.4%	27.7%	21.3%	32.7%	21.4%	31.1%

Rate your organization's progress toward becoming a world-class global player:

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
1=No progress	360	2,493	175	165	182	178
2	25.3%	25.8%	32.6%	17.6%	29.7%	20.8%
3	27.5%	28.0%	28.0%	27.3%	27.5%	27.5%
4	21.7%	21.5%	17.7%	24.2%	20.3%	23.0%
5=World-class	18.3%	18.1%	13.7%	23.6%	15.4%	21.4%
	7.2%	6.5%	8.0%	7.3%	7.1%	7.3%

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
0%	358	2,495	173	164	180	177
1-25%	54.8%	53.7%	67.6%	42.7%	62.2%	47.5%
26-50%	39.1%	38.5%	29.5%	48.2%	34.4%	44.1%
>50%	4.5%	4.8%	2.9%	6.1%	3.3%	5.7%
	1.7%	3.0%	0.0%	3.1%	0.0%	2.8%

What best describes your measurement system for reviewing return from global engagement?

(N)	Pennsylvania	National	Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
No measurement system per se or reviews	356	2,479	174	163	179	177
Ad hoc monitoring of basic measures and ad hoc reviews	55.9%	53.9%	64.4%	47.2%	59.2%	52.5%
Company-specific metrics monitored regularly by operations staff	20.5%	17.6%	17.8%	23.3%	21.2%	19.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.7%	9.2%	8.1%	8.6%	9.5%	7.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	11.8%	14.4%	8.1%	16.6%	8.4%	15.3%
	3.1%	4.8%	1.7%	4.3%	1.7%	4.5%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	357	2,461	175	163	181	176
<25%	74.0%	74.6%	76.6%	69.3%	76.2%	71.6%
26-50%	17.9%	17.4%	17.1%	20.3%	16.6%	19.3%
51-100%	5.3%	5.3%	5.1%	5.5%	5.5%	5.1%
>100%	2.8%	2.7%	1.1%	4.9%	1.7%	4.0%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	355	2,476	174	162	180	175
0	53.5%	55.5%	63.2%	42.0%	59.4%	47.4%
1-5	33.8%	32.4%	27.0%	42.0%	30.6%	37.1%
6-10	5.9%	5.5%	5.8%	6.8%	5.6%	6.3%
>10	6.8%	6.7%	4.0%	9.3%	4.4%	9.1%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	356	2,475	174	163	180	176
0	50.3%	53.6%	62.6%	39.3%	56.7%	43.8%
1-5	32.0%	29.3%	27.6%	35.6%	32.8%	31.3%
6-10	5.6%	6.3%	3.5%	8.0%	4.4%	6.8%
>10	12.1%	10.8%	6.3%	17.2%	6.1%	18.2%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	356	2,479	173	163	180	176
1=No support	9.8%	14.9%	12.7%	5.5%	13.3%	6.3%
2	19.9%	24.2%	17.3%	23.3%	17.8%	22.2%
3	32.0%	30.3%	31.8%	31.3%	29.4%	34.7%
4	26.1%	20.3%	24.3%	28.2%	26.1%	26.1%
5=Full support	12.1%	10.3%	13.9%	11.7%	13.3%	10.8%

	Pennsylvania	National	Annual Revenues — Pennsylvania Respondents		Full-Time Employees (FTEs) — Pennsylvania Respondents	
			Less than \$10 million	\$10 Million or More	Fewer than 50 FTEs	50 or more FTEs
Engaged people/Human-capital acquisition, development and retention						
(N)	356	2,478	173	163	181	175
1=No support	7.9%	10.7%	10.4%	3.7%	10.5%	5.1%
2	19.4%	24.9%	19.1%	20.3%	19.9%	18.9%
3	33.2%	31.9%	32.4%	33.1%	32.6%	33.7%
4	28.1%	22.5%	25.4%	31.3%	23.2%	33.1%
5=Full support	11.5%	10.0%	12.7%	11.7%	13.8%	9.1%
Superior processes/Improvement focus						
(N)	356	2,476	173	162	180	175
1=No support	7.9%	11.6%	11.0%	4.3%	11.7%	4.0%
2	16.0%	19.4%	16.8%	14.8%	15.6%	16.6%
3	28.4%	28.4%	27.2%	27.8%	25.6%	30.9%
4	31.2%	27.0%	27.8%	35.8%	31.1%	31.4%
5=Full support	16.6%	13.7%	17.3%	17.3%	16.1%	17.1%
Supply-chain management and collaboration						
(N)	349	2,462	169	160	175	174
1=No support	11.2%	14.2%	16.0%	5.6%	16.0%	6.3%
2	23.8%	24.7%	21.9%	26.3%	21.7%	25.9%
3	31.2%	32.5%	24.9%	36.3%	25.7%	36.8%
4	24.4%	20.3%	26.0%	23.8%	26.9%	21.8%
5=Full support	9.5%	8.5%	11.2%	8.1%	9.7%	9.2%
Green/Sustainability						
(N)	353	2,462	172	160	178	174
1=No support	15.6%	18.3%	17.4%	13.1%	17.4%	13.8%
2	31.2%	30.6%	29.1%	33.8%	29.2%	32.8%
3	32.0%	30.1%	28.5%	34.4%	29.8%	34.5%
4	14.5%	13.3%	14.5%	15.0%	14.0%	14.9%
5=Full support	6.8%	7.7%	10.5%	3.8%	9.6%	4.0%
Global engagement						
(N)	351	2,439	173	159	180	171
1=No support	14.3%	21.4%	15.6%	12.6%	16.1%	12.3%
2	29.1%	30.3%	24.3%	33.3%	25.6%	32.8%
3	30.2%	28.0%	27.2%	33.3%	25.6%	35.1%
4	17.1%	13.2%	18.5%	15.7%	18.3%	15.8%
5=Full support	9.4%	7.1%	14.5%	5.0%	14.4%	4.1%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

PROFILE**Which of the following describes your organization?**

(N)	355	47	16	35	59
Company	83.4%	95.7%	81.3%	80.0%	76.3%
Division/unit of a larger company	16.6%	4.3%	18.8%	20.0%	23.7%

Product Category

(N)	362	48	16	36	60
Food Manufacturing	2.8%	2.1%	0.0%	5.6%	1.7%
Beverage and Tobacco Product Manufacturing	0.6%	2.1%	0.0%	0.0%	0.0%
Textile Mills	1.7%	2.1%	0.0%	5.6%	3.3%
Textile Product Mills	0.3%	0.0%	0.0%	2.8%	0.0%
Apparel Manufacturing	1.4%	0.0%	6.3%	0.0%	1.7%
Leather and Allied Product Manufacturing	0.3%	2.1%	0.0%	0.0%	0.0%
Wood Product Manufacturing	2.5%	4.2%	0.0%	5.6%	0.0%
Paper Manufacturing	1.9%	0.0%	6.3%	2.8%	1.7%
Printing and Related Support Activities	3.3%	2.1%	0.0%	5.6%	0.0%
Petroleum and Coal Products Manufacturing	0.8%	2.1%	0.0%	0.0%	1.7%
Chemical Manufacturing	8.6%	10.4%	12.5%	5.6%	13.3%
Plastics and Rubber Products Manufacturing	6.6%	8.3%	12.5%	8.3%	8.3%
Nonmetallic Mineral Product Manufacturing	3.3%	0.0%	6.3%	8.3%	5.0%
Primary Metal Manufacturing	9.9%	14.6%	0.0%	11.1%	8.3%
Fabricated Metal Product Manufacturing	16.0%	20.8%	18.8%	2.8%	23.3%
Machinery Manufacturing	15.5%	12.5%	0.0%	2.8%	16.7%
Computer and Electronic Product Manufacturing	10.5%	8.3%	6.3%	16.7%	6.7%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	0.0%	0.0%	0.0%	1.7%
Transportation Equipment Manufacturing	4.1%	0.0%	6.3%	8.3%	0.0%
Furniture and Related Product Manufacturing	2.8%	4.2%	12.5%	5.6%	1.7%
Miscellaneous Manufacturing	4.1%	4.2%	12.5%	0.0%	3.3%
Other	0.6%	0.0%	0.0%	2.8%	1.7%

How many years has your organization been in operation?

(N)	361	48	16	36	60
Median	35	35	51	39	33
Average	43	39	50	50	37
75th Percentile	56	49	62	64	43
25th Percentile	21	16	25	23	20

What are your approximate annual revenues?

(N)	341	45	15	34	57
Median	\$9,000,000	\$7,000,000	\$14,000,000	\$10,000,000	\$8,500,000
Average	\$143,859,537	\$26,263,333	\$32,833,333	\$35,922,353	\$21,817,193
75th Percentile	\$22,500,000	\$13,000,000	\$60,000,000	\$47,750,000	\$18,000,000
25th Percentile	\$3,000,000	\$2,750,000	\$2,100,000	\$3,500,000	\$3,500,000

	Pennsylvania Regions			
	Pennsylvania	Northwest	Northeast	North Central

How many full-time employees (and equivalents)?

(N)	361	48	16	36	60
Median	47	48	77	62	35
Average	398	114	189	138	66
75th Percentile	140	103	278	218	75
25th Percentile	21	24	25	30	17

What is the age of your organization's chief executive?

(N)	357	48	16	35	60
< 30	0.3%	0.0%	0.0%	2.9%	0.0%
31-40	4.5%	2.1%	6.3%	5.7%	3.3%
41-50	28.6%	22.9%	37.5%	31.4%	31.7%
51-60	41.7%	45.8%	50.0%	42.9%	33.3%
>60	24.9%	29.2%	6.3%	17.1%	31.7%

Do you anticipate a planned succession of leadership in the next five years?

(N)	355	48	16	35	59
Yes	27.0%	43.8%	18.8%	28.6%	22.0%
Maybe	23.9%	12.5%	25.0%	14.3%	32.2%
No	49.0%	43.8%	56.3%	57.1%	45.8%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	361	48	16	36	60
1=Not important	2.2%	2.1%	12.5%	0.0%	3.3%
2	3.3%	4.2%	0.0%	5.6%	8.3%
3	8.9%	4.2%	6.3%	8.3%	13.3%
4	27.2%	27.1%	37.5%	25.0%	23.3%
5=Highly important	58.5%	62.5%	43.8%	61.1%	51.7%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	359	47	16	36	60
1=No progress	5.0%	4.3%	12.5%	5.6%	5.0%
2	12.3%	8.5%	0.0%	11.1%	15.0%
3	36.8%	25.5%	31.3%	36.1%	40.0%
4	33.2%	44.7%	37.5%	25.0%	28.3%
5=World-class	12.8%	17.0%	18.8%	22.2%	11.7%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<1%	355	47	15	36	59
1-5%	22.8%	17.0%	40.0%	19.4%	35.6%
6-10%	43.9%	55.3%	40.0%	44.4%	25.4%
>10%	18.0%	8.5%	20.0%	27.8%	22.0%
	15.2%	19.2%	0.0%	8.3%	17.0%

What percentage of sales is invested into new-product development/R&D?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<1%	360	47	16	36	60
1-5%	25.0%	21.3%	43.8%	22.2%	31.7%
6-10%	46.1%	42.6%	43.8%	52.8%	43.3%
>10%	16.9%	19.2%	12.5%	19.4%	13.3%
	11.9%	17.0%	0.0%	5.6%	11.7%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
No measurement system per se or reviews	360	48	16	36	60
Ad hoc monitoring of basic measures and ad hoc reviews	27.5%	18.8%	31.3%	27.8%	33.3%
Company-specific metrics monitored regularly by operations staff	35.3%	41.7%	12.5%	27.8%	28.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	8.9%	4.2%	6.3%	8.3%	8.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	19.2%	18.8%	37.5%	25.0%	21.7%
	9.2%	16.7%	12.5%	11.1%	8.3%

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<5%	354	47	15	36	60
5-10%	61.0%	59.6%	46.7%	58.3%	70.0%
11-20%	24.9%	23.4%	46.7%	33.3%	16.7%
>20%	7.6%	12.8%	6.7%	2.8%	5.0%
	6.5%	4.3%	0.0%	5.6%	8.3%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	47	16	36	60
<5%	35.0%	40.4%	25.0%	41.7%	48.3%
5-25%	46.2%	44.7%	62.5%	47.2%	36.7%
26-50%	12.0%	12.8%	12.5%	5.6%	6.7%
>50%	6.7%	2.1%	0.0%	5.6%	8.3%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	48	16	36	60
1=Not important	1.7%	0.0%	0.0%	0.0%	3.3%
2	6.4%	4.2%	0.0%	13.9%	3.3%
3	11.9%	4.2%	6.3%	11.1%	16.7%
4	33.7%	31.3%	43.8%	36.1%	35.0%
5=Highly important	46.4%	60.4%	50.0%	38.9%	41.7%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	48	16	36	60
1=No progress	7.8%	6.3%	6.3%	8.3%	8.3%
2	21.7%	8.3%	6.3%	22.2%	23.3%
3	42.5%	50.0%	43.8%	41.7%	45.0%
4	23.3%	22.9%	37.5%	27.8%	18.3%
5=World-class	4.7%	12.5%	6.3%	0.0%	5.0%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	48	16	36	60
<25%	38.9%	35.4%	31.3%	33.3%	48.3%
25-50%	31.4%	37.5%	31.3%	33.3%	23.3%
51-75%	18.3%	16.7%	25.0%	27.8%	15.0%
76-90%	7.8%	4.2%	6.3%	5.6%	11.7%
>90%	3.6%	6.3%	6.3%	0.0%	1.7%

How many formal training hours are devoted annually to each employee?

(N)	360	48	16	36	60
8 or fewer	29.2%	20.8%	37.5%	25.0%	36.7%
9-20	45.3%	60.4%	25.0%	52.8%	46.7%
21-40	16.7%	12.5%	18.8%	16.7%	13.3%
>40	8.9%	6.3%	18.8%	5.6%	3.3%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<1%	357 31.9%	48 22.9%	16 18.8%	35 28.6%	59 35.6%
1-5%	43.4%	45.8%	56.3%	51.4%	40.7%
6-10%	17.7%	20.8%	12.5%	17.1%	20.3%
>10%	7.0%	10.4%	12.5%	2.9%	3.4%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
No measurement system per se or reviews	358 29.6%	48 22.9%	16 31.3%	36 25.0%	60 28.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.2%	37.5%	12.5%	36.1%	35.0%
Company-specific metrics monitored regularly by operations staff	12.6%	14.6%	12.5%	16.7%	15.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	15.6%	14.6%	37.5%	16.7%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	7.0%	10.4%	6.3%	5.6%	5.0%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
< \$75,000	345 29.9%	47 36.2%	15 46.7%	33 39.4%	56 21.4%
\$75,000-\$125,000	42.0%	38.3%	26.7%	27.3%	50.0%
\$125,001-\$175,000	17.4%	17.0%	13.3%	24.2%	23.2%
> \$175,000	10.7%	8.5%	13.3%	9.1%	5.4%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
0%	355 9.3%	48 6.3%	16 12.5%	35 14.3%	59 5.1%
0.1-1%	23.9%	29.2%	0.0%	25.7%	30.5%
1.1-5%	35.8%	35.4%	31.3%	37.1%	32.2%
5.1-10%	21.4%	18.8%	31.3%	20.0%	22.0%
>10%	9.6%	10.4%	25.0%	2.9%	10.2%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
1=Not important	361 0.3%	48 0.0%	16 0.0%	36 0.0%	60 0.0%
2	3.9%	2.1%	0.0%	0.0%	3.3%
3	12.7%	12.5%	18.8%	8.3%	18.3%
4	30.8%	22.9%	18.8%	38.9%	30.0%
5=Highly important	52.4%	62.5%	62.5%	52.8%	48.3%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Rate your organization's progress toward world-class processes and process improvement:

(N)	361	47	16	36	60
1=No progress	3.1%	4.3%	0.0%	2.8%	3.3%
2	15.2%	12.8%	6.3%	8.3%	16.7%
3	38.8%	36.2%	31.3%	30.6%	46.7%
4	34.6%	40.4%	50.0%	41.7%	23.3%
5=World-class	8.3%	6.4%	12.5%	16.7%	10.0%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	359	47	16	36	60
<26%	33.2%	29.8%	18.8%	30.6%	40.0%
26-50%	24.5%	27.7%	31.3%	22.2%	26.7%
51-75%	19.5%	14.9%	18.8%	16.7%	15.0%
76-99%	15.3%	12.8%	12.5%	16.7%	15.0%
100%	7.5%	14.9%	18.8%	13.9%	3.3%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	357	48	16	36	60
<1%	11.5%	4.2%	12.5%	2.8%	18.3%
1-5%	43.4%	37.5%	37.5%	50.0%	36.7%
6-10%	32.2%	39.6%	37.5%	41.7%	30.0%
>10%	12.9%	18.8%	12.5%	5.6%	15.0%

What best describes your measurement system for reviewing return from process improvements?

(N)	359	48	16	36	59
No measurement system per se or reviews	17.6%	12.5%	6.3%	19.4%	18.6%
Ad hoc monitoring of basic measures and ad hoc reviews	27.6%	22.9%	12.5%	22.2%	37.3%
Company-specific metrics monitored regularly by operations staff	19.5%	16.7%	18.8%	19.4%	25.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff	24.2%	35.4%	43.8%	25.0%	13.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	11.1%	12.5%	18.8%	13.9%	5.1%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	48	16	36	60
<80%	7.0%	4.2%	6.3%	8.3%	5.0%
80-90%	14.0%	16.7%	12.5%	5.6%	16.7%
91-95%	19.8%	18.8%	6.3%	16.7%	20.0%
96-98%	30.7%	20.8%	43.8%	52.8%	40.0%
>98%	28.5%	39.6%	31.3%	16.7%	18.3%

Describe your customers' satisfaction with your overall performance?

(N)	358	48	16	36	59
Threatens to pull business because we don't match the competition	1.4%	2.1%	0.0%	0.0%	1.7%
Indifferent to buying our product or competitors	6.2%	8.3%	6.3%	2.8%	8.5%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	41.7%	25.0%	33.3%	47.5%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	47.9%	68.8%	63.9%	42.4%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	47	16	34	59
<25%	43.3%	44.7%	37.5%	41.2%	47.5%
26-50	37.0%	44.7%	43.8%	35.3%	33.9%
51-75%	12.8%	8.5%	18.8%	11.8%	11.9%
76-99%	4.6%	2.1%	0.0%	8.8%	5.1%
>100%	2.3%	0.0%	0.0%	2.9%	1.7%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	48	16	36	60
1=Not important	4.4%	4.2%	12.5%	0.0%	3.3%
2	10.5%	8.3%	0.0%	2.8%	13.3%
3	20.2%	29.2%	12.5%	30.6%	26.7%
4	31.8%	22.9%	31.3%	47.2%	23.3%
5=Highly important	33.2%	35.4%	43.8%	19.4%	33.3%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	360	48	16	36	60
1=No progress	7.8%	4.2%	12.5%	5.6%	3.3%
2	26.7%	25.0%	6.3%	16.7%	31.7%
3	37.8%	39.6%	31.3%	38.9%	38.3%
4	21.9%	25.0%	37.5%	27.8%	20.0%
5=World-class	5.8%	6.3%	12.5%	11.1%	6.7%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	357	47	16	36	60
<1%	25.5%	21.3%	25.0%	13.9%	26.7%
1-5%	53.5%	53.2%	50.0%	55.6%	55.0%
6-10%	14.0%	14.9%	12.5%	22.2%	11.7%
>10%	7.0%	10.6%	12.5%	8.3%	6.7%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	355	48	15	36	59
<1%	25.6%	20.8%	26.7%	16.7%	40.7%
1-5%	54.1%	64.6%	20.0%	52.8%	39.0%
6-10%	13.8%	12.5%	26.7%	22.2%	13.6%
>10%	6.5%	2.1%	26.7%	8.3%	6.8%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	360	48	16	36	60
No measurement system per se or reviews	24.4%	27.1%	6.3%	27.8%	20.0%
Ad hoc monitoring of basic measures and ad hoc reviews	35.0%	39.6%	18.8%	30.6%	35.0%
Company-specific metrics monitored regularly by operations staff	17.8%	14.6%	12.5%	11.1%	28.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.2%	12.5%	50.0%	19.4%	10.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.6%	6.3%	12.5%	11.1%	6.7%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	357 3.1%	48 2.1%	16 12.5%	35 2.9%	60 3.3%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	34.2%	29.2%	12.5%	28.6%	31.7%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	50.4%	50.0%	62.5%	60.0%	56.7%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories	12.3%	18.8%	12.5%	8.6%	8.3%

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<10%	356 56.7%	47 48.9%	16 50.0%	35 54.3%	60 61.7%
10-25%	34.0%	40.4%	43.8%	34.3%	33.3%
26-50%	7.6%	6.4%	6.3%	11.4%	5.0%
>50%	1.7%	4.3%	0.0%	0.0%	0.0%

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
Suppliers regularly measured on cost, quality, and delivery performance	351 32.5%	48 35.4%	16 25.0%	34 32.4%	59 25.4%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	11.1%	2.1%	6.3%	8.8%	20.3%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.9%	31.3%	43.8%	26.5%	33.9%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.7%	18.8%	25.0%	29.4%	11.9%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	6.8%	12.5%	0.0%	2.9%	8.5%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
1=Not important	360	48	16	36	59
2	20.8%	22.9%	18.8%	11.1%	30.5%
3	18.9%	18.8%	25.0%	13.9%	23.7%
4	28.6%	27.1%	25.0%	27.8%	20.3%
5=Highly important	18.9%	22.9%	18.8%	25.0%	11.9%
	12.8%	8.3%	12.5%	22.2%	13.6%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
1=No progress	359	48	16	36	59
2	25.9%	25.0%	12.5%	11.1%	39.0%
3	28.7%	27.1%	31.3%	30.6%	25.4%
4	27.0%	31.3%	37.5%	19.4%	20.3%
? 5=World-class	13.4%	14.6%	18.8%	25.0%	8.5%
	5.0%	2.1%	0.0%	13.9%	6.8%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<1%	357	48	16	35	60
1-5%	50.1%	52.1%	56.3%	42.9%	55.0%
6-10%	29.4%	29.2%	25.0%	28.6%	25.0%
>10%	10.1%	10.4%	6.3%	17.1%	11.7%
	10.4%	8.3%	12.5%	11.4%	8.3%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
<1%	359	48	16	36	60
1-5%	59.1%	66.7%	68.8%	55.6%	60.0%
6-10%	24.2%	18.8%	12.5%	16.7%	20.0%
>10%	10.9%	14.6%	18.8%	16.7%	8.3%
	5.9%	0.0%	0.0%	11.1%	11.7%

	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central
Pennsylvania				

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)		48	16	36	60
No measurement system per se or reviews	360 57.2%	60.4%	31.3%	47.2%	61.7%
Ad hoc monitoring of basic measures and ad hoc reviews	26.1%	22.9%	25.0%	36.1%	25.0%
Company-specific metrics monitored regularly by operations staff	6.9%	4.2%	25.0%	2.8%	5.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.7%	10.4%	18.8%	13.9%	1.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	2.1%	0.0%	0.0%	6.7%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)		47	16	34	59
<10%	354 84.8%	83.0%	93.8%	82.4%	88.1%
10-25%	14.1%	17.0%	6.3%	11.8%	10.2%
26-50%	1.1%	0.0%	0.0%	5.9%	1.7%
>50%	0.0%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)		47	16	34	58
<10%	353 79.3%	85.1%	62.5%	76.5%	86.2%
10-25%	15.3%	14.9%	31.3%	17.7%	10.3%
26-50%	4.3%	0.0%	6.3%	5.9%	3.5%
>50%	1.1%	0.0%	0.0%	0.0%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)		48	16	34	59
<50%	354 60.2%	45.8%	56.3%	55.9%	61.0%
51-75%	10.5%	8.3%	12.5%	11.8%	11.9%
76-89%	7.1%	14.6%	6.3%	14.7%	3.4%
90-99%	13.8%	18.8%	18.8%	11.8%	15.3%
100%	8.5%	12.5%	6.3%	5.9%	8.5%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

GLOBAL ENGAGEMENT**Rate the importance of global engagement to your organization's success over the next five years:**

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
1=Not important	360 17.5%	48 22.9%	16 12.5%	36 11.1%	60 16.7%
2	18.3%	10.4%	18.8%	13.9%	30.0%
3	16.9%	14.6%	25.0%	30.6%	11.7%
4	20.8%	18.8%	31.3%	19.4%	18.3%
5=Highly important	26.4%	33.3%	12.5%	25.0%	23.3%

Rate your organization's progress toward becoming a world-class global player:

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
1=No progress	360 25.3%	48 25.0%	16 12.5%	36 19.4%	60 23.3%
2	27.5%	25.0%	25.0%	27.8%	33.3%
3	21.7%	25.0%	31.3%	22.2%	18.3%
4	18.3%	16.7%	25.0%	19.4%	16.7%
5=World-class	7.2%	8.3%	6.3%	11.1%	8.3%

Input Measures**What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?**

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
0%	358 54.8%	48 60.4%	16 43.8%	35 51.4%	59 45.8%
1-25%	39.1%	37.5%	50.0%	34.3%	47.5%
26-50%	4.5%	2.1%	6.3%	11.4%	6.8%
>50%	1.7%	0.0%	0.0%	2.9%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	Pennsylvania	Northwest	Northeast	North Central	East Central
No measurement system per se or reviews	356 55.9%	47 63.8%	16 25.0%	36 47.2%	59 50.9%
Ad hoc monitoring of basic measures and ad hoc reviews	20.5%	17.0%	31.3%	25.0%	25.4%
Company-specific metrics monitored regularly by operations staff	8.7%	4.3%	12.5%	8.3%	10.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff	11.8%	14.9%	25.0%	13.9%	8.5%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	6.3%	5.6%	5.1%

Pennsylvania	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	357	48	16	36	60
<25%	74.0%	79.2%	93.8%	69.4%	75.0%
26-50%	17.9%	16.7%	6.3%	19.4%	16.7%
51-100%	5.3%	2.1%	0.0%	11.1%	5.0%
>100%	2.8%	2.1%	0.0%	0.0%	3.3%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	355	48	16	36	60
0	53.5%	68.8%	43.8%	44.4%	55.0%
1-5	33.8%	25.0%	50.0%	33.3%	33.3%
6-10	5.9%	2.1%	6.3%	5.6%	8.3%
>10	6.8%	4.2%	0.0%	16.7%	3.3%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	356	48	16	36	60
0	50.3%	64.6%	50.0%	47.2%	45.0%
1-5	32.0%	20.8%	37.5%	19.4%	35.0%
6-10	5.6%	4.2%	0.0%	11.1%	6.7%
>10	12.1%	10.4%	12.5%	22.2%	13.3%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	356	48	16	35	58
1=No support	9.8%	6.3%	0.0%	2.9%	6.9%
2	19.9%	22.9%	12.5%	14.3%	24.1%
3	32.0%	27.1%	37.5%	42.9%	32.8%
4	26.1%	31.3%	37.5%	34.3%	22.4%
5=Full support	12.1%	12.5%	12.5%	5.7%	13.8%

	Pennsylvania Regions			
	Northwest	Northeast	North Central	East Central

Engaged people/Human-capital acquisition, development and retention

	Pennsylvania	Northwest	Northeast	North Central	East Central
(N)	356	48	16	34	58
1=No support	7.9%	4.2%	0.0%	5.9%	5.2%
2	19.4%	18.8%	12.5%	14.7%	19.0%
3	33.2%	35.4%	50.0%	44.1%	36.2%
4	28.1%	33.3%	31.3%	29.4%	22.4%
5=Full support	11.5%	8.3%	6.3%	5.9%	17.2%

Superior processes/Improvement focus

	Pennsylvania	Northwest	Northeast	North Central	East Central
(N)	356	47	16	35	57
1=No support	7.9%	2.1%	0.0%	8.6%	5.3%
2	16.0%	19.2%	12.5%	14.3%	21.1%
3	28.4%	27.7%	25.0%	51.4%	17.5%
4	31.2%	34.0%	50.0%	17.1%	36.8%
5=Full support	16.6%	17.0%	12.5%	8.6%	19.3%

Supply-chain management and collaboration

	Pennsylvania	Northwest	Northeast	North Central	East Central
(N)	349	47	16	33	57
1=No support	11.2%	4.3%	6.3%	12.1%	7.0%
2	23.8%	27.7%	25.0%	18.2%	29.8%
3	31.2%	34.0%	18.8%	42.4%	28.1%
4	24.4%	25.5%	50.0%	24.2%	21.1%
5=Full support	9.5%	8.5%	0.0%	3.0%	14.0%

Green/Sustainability

	Pennsylvania	Northwest	Northeast	North Central	East Central
(N)	353	47	16	35	57
1=No support	15.6%	17.0%	0.0%	11.4%	19.3%
2	31.2%	38.3%	31.3%	34.3%	35.1%
3	32.0%	23.4%	43.8%	31.4%	28.1%
4	14.5%	12.8%	25.0%	20.0%	5.3%
5=Full support	6.8%	8.5%	0.0%	2.9%	12.3%

Global engagement

	Pennsylvania	Northwest	Northeast	North Central	East Central
(N)	351	47	16	35	55
1=No support	14.3%	10.6%	12.5%	14.3%	10.9%
2	29.1%	27.7%	12.5%	31.4%	32.7%
3	30.2%	25.5%	31.3%	37.1%	23.6%
4	17.1%	23.4%	37.5%	14.3%	12.7%
5=Full support	9.4%	12.8%	6.3%	2.9%	20.0%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

PROFILE

Which of the following describes your organization?

(N)	355	48	75	57	18
Company	83.4%	89.6%	84.0%	77.2%	83.3%
Division/unit of a larger company	16.6%	10.4%	16.0%	22.8%	16.7%

Product Category

(N)	362	49	76	59	18
Food Manufacturing	2.8%	2.0%	6.6%	0.0%	0.0%
Beverage and Tobacco Product Manufacturing	0.6%	0.0%	0.0%	1.7%	0.0%
Textile Mills	1.7%	2.0%	0.0%	0.0%	0.0%
Textile Product Mills	0.3%	0.0%	0.0%	0.0%	0.0%
Apparel Manufacturing	1.4%	0.0%	1.3%	1.7%	5.6%
Leather and Allied Product Manufacturing	0.3%	0.0%	0.0%	0.0%	0.0%
Wood Product Manufacturing	2.5%	2.0%	5.3%	0.0%	0.0%
Paper Manufacturing	1.9%	4.1%	2.6%	0.0%	0.0%
Printing and Related Support Activities	3.3%	6.1%	5.3%	3.4%	0.0%
Petroleum and Coal Products Manufacturing	0.8%	0.0%	0.0%	0.0%	5.6%
Chemical Manufacturing	8.6%	10.2%	1.3%	10.2%	11.1%
Plastics and Rubber Products Manufacturing	6.6%	8.2%	6.6%	1.7%	0.0%
Nonmetallic Mineral Product Manufacturing	3.3%	2.0%	1.3%	1.7%	11.1%
Primary Metal Manufacturing	9.9%	6.1%	13.2%	10.2%	5.6%
Fabricated Metal Product Manufacturing	16.0%	12.2%	11.8%	18.6%	22.2%
Machinery Manufacturing	15.5%	20.4%	14.5%	25.4%	16.7%
Computer and Electronic Product Manufacturing	10.5%	12.2%	11.8%	13.6%	0.0%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	4.1%	2.6%	5.1%	5.6%
Transportation Equipment Manufacturing	4.1%	2.0%	7.9%	5.1%	5.6%
Furniture and Related Product Manufacturing	2.8%	0.0%	4.0%	0.0%	0.0%
Miscellaneous Manufacturing	4.1%	6.1%	4.0%	1.7%	11.1%
Other	0.6%	0.0%	0.0%	0.0%	0.0%

How many years has your organization been in operation?

(N)	361	49	76	58	18
Median	35	35	34	31	63
Average	43	44	45	39	61
75th Percentile	56	65	62	49	90
25th Percentile	21	22	25	21	30

What are your approximate annual revenues?

(N)	341	47	72	53	18
Median	\$9,000,000	\$8,000,000	\$9,000,000	\$18,000,000	\$9,500,000
Average	\$143,859,537	\$614,011,702	\$25,697,222	\$71,189,849	\$579,722,222
75th Percentile	\$22,500,000	\$20,000,000	\$24,250,000	\$40,000,000	\$21,250,000
25th Percentile	\$3,000,000	\$2,000,000	\$3,000,000	\$3,100,000	\$3,375,000

	Pennsylvania Regions				
	Pennsylvania	Southeast	South Central	Southwest	Region not specified

How many full-time employees (and equivalents)?

(N)	361	49	76	58	18
Median	47	38	50	65	46
Average	398	1,628	142	242	1,203
75th Percentile	140	87	208	176	161
25th Percentile	21	16	20	24	21

What is the age of your organization's chief executive?

(N)	357	48	76	56	18
< 30	0.3%	0.0%	0.0%	0.0%	0.0%
31-40	4.5%	4.2%	4.0%	7.1%	5.6%
41-50	28.6%	31.3%	27.6%	26.8%	22.2%
51-60	41.7%	31.3%	48.7%	41.1%	50.0%
>60	24.9%	33.3%	19.7%	25.0%	22.2%

Do you anticipate a planned succession of leadership in the next five years?

(N)	355	48	74	57	18
Yes	27.0%	20.8%	25.7%	24.6%	33.3%
Maybe	23.9%	25.0%	27.0%	24.6%	27.8%
No	49.0%	54.2%	47.3%	50.9%	38.9%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	361	49	76	58	18
1=Not important	2.2%	2.0%	1.3%	1.7%	0.0%
2	3.3%	2.0%	0.0%	1.7%	5.6%
3	8.9%	4.1%	10.5%	8.6%	16.7%
4	27.2%	26.5%	31.6%	25.9%	22.2%
5=Highly important	58.5%	65.3%	56.6%	62.1%	55.6%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	359	49	75	58	18
1=No progress	5.0%	2.0%	5.3%	5.2%	5.6%
2	12.3%	16.3%	14.7%	10.3%	11.1%
3	36.8%	42.9%	34.7%	37.9%	50.0%
4	33.2%	26.5%	40.0%	32.8%	22.2%
5=World-class	12.8%	12.2%	5.3%	13.8%	11.1%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<1%	355 22.8%	48 18.8%	75 26.7%	57 14.0%	18 11.1%
1-5%	43.9%	47.9%	46.7%	43.9%	55.6%
6-10%	18.0%	10.4%	10.7%	29.8%	22.2%
>10%	15.2%	22.9%	16.0%	12.3%	11.1%

What percentage of sales is invested into new-product development/R&D?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<1%	360 25.0%	49 28.6%	76 23.7%	58 20.7%	18 11.1%
1-5%	46.1%	42.9%	46.1%	51.7%	44.4%
6-10%	16.9%	10.2%	17.1%	17.2%	38.9%
>10%	11.9%	18.4%	13.2%	10.3%	5.6%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
No measurement system per se or reviews	360 27.5%	49 24.5%	75 32.0%	58 25.9%	18 22.2%
Ad hoc monitoring of basic measures and ad hoc reviews	35.3%	46.9%	33.3%	44.8%	22.2%
Company-specific metrics monitored regularly by operations staff	8.9%	6.1%	9.3%	13.8%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.2%	18.4%	13.3%	10.3%	38.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.2%	4.1%	12.0%	5.2%	0.0%

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<5%	354 61.0%	49 59.2%	74 62.2%	55 60.0%	18 55.6%
5-10%	24.9%	20.4%	21.6%	30.9%	27.8%
11-20%	7.6%	14.3%	6.8%	5.5%	5.6%
>20%	6.5%	6.1%	9.5%	3.6%	11.1%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	49	75	56	18
<5%	35.0%	28.6%	30.7%	28.6%	27.8%
5-25%	46.2%	46.9%	44.0%	50.0%	61.1%
26-50%	12.0%	16.3%	17.3%	12.5%	5.6%
>50%	6.7%	8.2%	8.0%	8.9%	5.6%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	49	76	59	18
1=Not important	1.7%	0.0%	1.3%	3.4%	5.6%
2	6.4%	10.2%	7.9%	3.4%	5.6%
3	11.9%	22.5%	7.9%	13.6%	5.6%
4	33.7%	22.5%	39.5%	28.8%	44.4%
5=Highly important	46.4%	44.9%	43.4%	50.9%	38.9%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	49	75	58	18
1=No progress	7.8%	8.2%	5.3%	10.3%	11.1%
2	21.7%	30.6%	30.7%	15.5%	22.2%
3	42.5%	34.7%	37.3%	48.3%	38.9%
4	23.3%	22.5%	25.3%	20.7%	22.2%
5=World-class	4.7%	4.1%	1.3%	5.2%	5.6%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	49	76	57	18
<25%	38.9%	40.8%	32.9%	42.1%	44.4%
25-50%	31.4%	26.5%	39.5%	28.1%	27.8%
51-75%	18.3%	22.5%	18.4%	15.8%	5.6%
76-90%	7.8%	4.1%	5.3%	12.3%	16.7%
>90%	3.6%	6.1%	4.0%	1.8%	5.6%

How many formal training hours are devoted annually to each employee?

(N)	360	49	76	57	18
8 or fewer	29.2%	28.6%	34.2%	28.1%	11.1%
9-20	45.3%	42.9%	40.8%	38.6%	50.0%
21-40	16.7%	18.4%	15.8%	22.8%	16.7%
>40	8.9%	10.2%	9.2%	10.5%	22.2%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	357	49	75	57	18
<1%	31.9%	30.6%	40.0%	33.3%	27.8%
1-5%	43.4%	40.8%	40.0%	43.9%	38.9%
6-10%	17.7%	20.4%	13.3%	12.3%	33.3%
>10%	7.0%	8.2%	6.7%	10.5%	0.0%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	358	49	76	55	18
No measurement system per se or reviews	29.6%	38.8%	35.5%	25.5%	22.2%
Ad hoc monitoring of basic measures and ad hoc reviews	35.2%	40.8%	34.2%	34.6%	38.9%
Company-specific metrics monitored regularly by operations staff	12.6%	6.1%	7.9%	20.0%	5.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	15.6%	12.2%	13.2%	12.7%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	7.0%	2.0%	9.2%	7.3%	11.1%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	345	48	74	54	18
< \$75,000	29.9%	22.9%	31.1%	27.8%	27.8%
\$75,000-\$125,000	42.0%	41.7%	48.7%	42.6%	38.9%
\$125,001-\$175,000	17.4%	16.7%	10.8%	18.5%	16.7%
> \$175,000	10.7%	18.8%	9.5%	11.1%	16.7%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	355	49	75	56	17
0%	9.3%	10.2%	12.0%	8.9%	5.9%
0.1-1%	23.9%	24.5%	20.0%	17.9%	41.2%
1.1-5%	35.8%	42.9%	32.0%	37.5%	41.2%
5.1-10%	21.4%	14.3%	24.0%	26.8%	11.8%
>10%	9.6%	8.2%	12.0%	8.9%	0.0%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	361	49	76	58	18
1=Not important	0.3%	0.0%	0.0%	1.7%	0.0%
2	3.9%	4.1%	6.6%	3.5%	11.1%
3	12.7%	12.2%	9.2%	15.5%	5.6%
4	30.8%	36.7%	38.2%	19.0%	38.9%
5=Highly important	52.4%	46.9%	46.1%	60.3%	44.4%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Rate your organization's progress toward world-class processes and process improvement:

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
1=No progress	361 3.1%	49 0.0%	76 4.0%	59 5.1%	18 0.0%
2	15.2%	18.4%	15.8%	13.6%	33.3%
3	38.8%	40.8%	35.5%	47.5%	22.2%
4	34.6%	32.7%	38.2%	28.8%	38.9%
5=World-class	8.3%	8.2%	6.6%	5.1%	5.6%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<26%	359 33.2%	49 22.5%	76 32.9%	57 43.9%	18 33.3%
26-50%	24.5%	28.6%	29.0%	14.0%	11.1%
51-75%	19.5%	26.5%	11.8%	28.1%	38.9%
76-99%	15.3%	18.4%	19.7%	10.5%	11.1%
100%	7.5%	4.1%	6.6%	3.5%	5.6%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<1%	357 11.5%	49 16.3%	75 8.0%	56 12.5%	17 23.5%
1-5%	43.4%	49.0%	48.0%	46.4%	29.4%
6-10%	32.2%	28.6%	30.7%	26.8%	29.4%
>10%	12.9%	6.1%	13.3%	14.3%	17.7%

What best describes your measurement system for reviewing return from process improvements?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
No measurement system per se or reviews	359 17.6%	49 18.4%	76 19.7%	57 19.3%	18 16.7%
Ad hoc monitoring of basic measures and ad hoc reviews	27.6%	34.7%	25.0%	29.8%	16.7%
Company-specific metrics monitored regularly by operations staff	19.5%	18.4%	13.2%	22.8%	27.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	24.2%	18.4%	29.0%	21.1%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	11.1%	10.2%	13.2%	7.0%	22.2%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	49	74	57	18
<80%	7.0%	4.1%	5.4%	15.8%	5.6%
80-90%	14.0%	18.4%	10.8%	15.8%	11.1%
91-95%	19.8%	22.5%	21.6%	24.6%	11.1%
96-98%	30.7%	28.6%	27.0%	15.8%	38.9%
>98%	28.5%	26.5%	35.1%	28.1%	33.3%

Describe your customers' satisfaction with your overall performance?

(N)	358	49	75	57	18
Threatens to pull business because we don't match the competition	1.4%	0.0%	0.0%	5.3%	0.0%
Indifferent to buying our product or competitors	6.2%	2.0%	9.3%	3.5%	5.6%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	61.2%	34.7%	47.4%	44.4%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	36.7%	56.0%	43.9%	50.0%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	49	74	54	18
<25%	43.3%	42.9%	43.2%	46.3%	27.8%
26-50	37.0%	34.7%	37.8%	33.3%	38.9%
51-75%	12.8%	16.3%	14.9%	7.4%	22.2%
76-99%	4.6%	2.0%	1.4%	11.1%	5.6%
>100%	2.3%	4.1%	2.7%	1.9%	5.6%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	49	76	59	18
1=Not important	4.4%	4.1%	2.6%	5.1%	16.7%
2	10.5%	10.2%	10.5%	13.6%	22.2%
3	20.2%	20.4%	13.2%	15.3%	5.6%
4	31.8%	38.8%	36.8%	23.7%	38.9%
5=Highly important	33.2%	26.5%	36.8%	42.4%	16.7%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	360	49	75	58	18
1=No progress	7.8%	8.2%	10.7%	10.3%	11.1%
2	26.7%	22.5%	30.7%	31.0%	33.3%
3	37.8%	49.0%	33.3%	34.5%	33.3%
4	21.9%	16.3%	22.7%	19.0%	16.7%
5=World-class	5.8%	4.1%	2.7%	5.2%	5.6%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	357	49	73	58	18
<1%	25.5%	22.5%	30.1%	27.6%	38.9%
1-5%	53.5%	61.2%	49.3%	53.5%	44.4%
6-10%	14.0%	10.2%	13.7%	13.8%	16.7%
>10%	7.0%	6.1%	6.9%	5.2%	0.0%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	355	49	74	56	18
<1%	25.6%	26.5%	24.3%	21.4%	22.2%
1-5%	54.1%	61.2%	56.8%	57.1%	66.7%
6-10%	13.8%	10.2%	12.2%	12.5%	11.1%
>10%	6.5%	2.0%	6.8%	8.9%	0.0%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	360	49	75	58	18
No measurement system per se or reviews	24.4%	20.4%	32.0%	25.9%	16.7%
Ad hoc monitoring of basic measures and ad hoc reviews	35.0%	44.9%	29.3%	41.4%	22.2%
Company-specific metrics monitored regularly by operations staff	17.8%	16.3%	16.0%	15.5%	27.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.2%	16.3%	18.7%	13.8%	27.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.6%	2.0%	4.0%	3.5%	5.6%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	357 3.1%	48 2.1%	75 0.0%	57 7.0%	18 0.0%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	34.2%	47.9%	33.3%	40.4%	33.3%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	50.4%	39.6%	53.3%	42.1%	44.4%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories	12.3%	10.4%	13.3%	10.5%	22.2%

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<10%	356 56.7%	49 53.1%	75 49.3%	57 70.2%	17 70.6%
10-25%	34.0%	38.8%	36.0%	24.6%	17.7%
26-50%	7.6%	6.1%	12.0%	3.5%	11.8%
>50%	1.7%	2.0%	2.7%	1.8%	0.0%

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
Suppliers regularly measured on cost, quality, and delivery performance	351 32.5%	48 35.4%	74 32.4%	54 38.9%	18 27.8%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	11.1%	10.4%	9.5%	16.7%	5.6%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.9%	27.1%	36.5%	24.1%	44.4%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.7%	20.8%	17.6%	13.0%	11.1%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	6.8%	6.3%	4.1%	7.4%	11.1%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
1=Not important	360 20.8%	49 14.3%	76 9.2%	58 36.2%	18 22.2%
2	18.9%	26.5%	15.8%	10.3%	27.8%
3	28.6%	36.7%	34.2%	27.6%	22.2%
4	18.9%	16.3%	22.4%	19.0%	11.1%
5=Highly important	12.8%	6.1%	18.4%	6.9%	16.7%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
1=No progress	359 25.9%	48 20.8%	76 22.4%	58 36.2%	18 22.2%
2	28.7%	39.6%	30.3%	20.7%	27.8%
3	27.0%	25.0%	27.6%	31.0%	33.3%
4	13.4%	10.4%	15.8%	8.6%	11.1%
? 5=World-class	5.0%	4.2%	4.0%	3.5%	5.6%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<1%	357 50.1%	49 44.9%	75 49.3%	56 57.1%	18 33.3%
1-5%	29.4%	38.8%	34.7%	19.6%	33.3%
6-10%	10.1%	8.2%	6.7%	12.5%	5.6%
>10%	10.4%	8.2%	9.3%	10.7%	27.8%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
<1%	359 59.1%	49 53.1%	75 54.7%	57 64.9%	18 50.0%
1-5%	24.2%	36.7%	32.0%	19.3%	27.8%
6-10%	10.9%	6.1%	6.7%	12.3%	16.7%
>10%	5.9%	4.1%	6.7%	3.5%	5.6%

	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	360	48	76	58	18
No measurement system per se or reviews	57.2%	56.3%	61.8%	62.1%	44.4%
Ad hoc monitoring of basic measures and ad hoc reviews	26.1%	29.2%	21.1%	25.9%	33.3%
Company-specific metrics monitored regularly by operations staff	6.9%	6.3%	7.9%	5.2%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.7%	6.3%	4.0%	5.2%	5.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	2.1%	5.3%	1.7%	0.0%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	354	48	76	56	18
<10%	84.8%	91.7%	81.6%	82.1%	77.8%
10-25%	14.1%	8.3%	17.1%	17.9%	22.2%
26-50%	1.1%	0.0%	1.3%	0.0%	0.0%
>50%	0.0%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	353	48	76	56	18
<10%	79.3%	83.3%	75.0%	78.6%	72.2%
10-25%	15.3%	12.5%	19.7%	10.7%	16.7%
26-50%	4.3%	2.1%	4.0%	8.9%	5.6%
>50%	1.1%	2.1%	1.3%	1.8%	5.6%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	354	47	75	57	18
<50%	60.2%	68.1%	62.7%	68.4%	50.0%
51-75%	10.5%	12.8%	10.7%	7.0%	11.1%
76-89%	7.1%	2.1%	6.7%	5.3%	5.6%
90-99%	13.8%	4.3%	12.0%	14.0%	27.8%
100%	8.5%	12.8%	8.0%	5.3%	5.6%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
1=Not important	360 17.5%	48 16.7%	76 18.4%	58 22.4%	18 5.6%
2	18.3%	16.7%	21.1%	10.3%	27.8%
3	16.9%	14.6%	19.7%	6.9%	33.3%
4	20.8%	16.7%	22.4%	25.9%	16.7%
5=Highly important	26.4%	35.4%	18.4%	34.5%	16.7%

Rate your organization's progress toward becoming a world-class global player:

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
1=No progress	360 25.3%	49 28.6%	76 29.0%	57 28.1%	18 22.2%
2	27.5%	24.5%	35.5%	17.5%	22.2%
3	21.7%	12.2%	21.1%	28.1%	22.2%
4	18.3%	26.5%	11.8%	19.3%	22.2%
5=World-class	7.2%	8.2%	2.6%	7.0%	11.1%

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
0%	358 54.8%	48 50.0%	76 61.8%	58 63.8%	18 38.9%
1-25%	39.1%	39.6%	38.2%	27.6%	55.6%
26-50%	4.5%	8.3%	0.0%	1.7%	5.6%
>50%	1.7%	2.1%	0.0%	6.9%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	Pennsylvania	Southeast	South Central	Southwest	Region not specified
No measurement system per se or reviews	356 55.9%	48 54.2%	75 66.7%	57 61.4%	18 38.9%
Ad hoc monitoring of basic measures and ad hoc reviews	20.5%	22.9%	17.3%	15.8%	16.7%
Company-specific metrics monitored regularly by operations staff	8.7%	10.4%	9.3%	5.3%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	11.8%	8.3%	6.7%	12.3%	27.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	4.2%	0.0%	5.3%	0.0%

Pennsylvania	Pennsylvania Regions			
	Southeast	South Central	Southwest	Region not specified

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	357	48	74	57	18
<25%	74.0%	60.4%	81.1%	70.2%	66.7%
26-50%	17.9%	25.0%	14.9%	21.1%	16.7%
51-100%	5.3%	6.3%	2.7%	5.3%	16.7%
>100%	2.8%	8.3%	1.4%	3.5%	0.0%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	355	47	73	57	18
0	53.5%	51.1%	54.8%	52.6%	38.9%
1-5	33.8%	31.9%	35.6%	38.6%	27.8%
6-10	5.9%	8.5%	4.1%	7.0%	5.6%
>10	6.8%	8.5%	5.5%	1.8%	27.8%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	356	48	74	56	18
0	50.3%	50.0%	52.7%	44.6%	44.4%
1-5	32.0%	35.4%	35.1%	37.5%	33.3%
6-10	5.6%	4.2%	4.1%	8.9%	0.0%
>10	12.1%	10.4%	8.1%	8.9%	22.2%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	356	49	76	57	17
1=No support	9.8%	16.3%	6.6%	19.3%	17.7%
2	19.9%	24.5%	17.1%	17.5%	23.5%
3	32.0%	32.7%	32.9%	26.3%	29.4%
4	26.1%	20.4%	25.0%	26.3%	17.7%
5=Full support	12.1%	6.1%	18.4%	10.5%	11.8%

	Pennsylvania Regions			
	Pennsylvania	Southeast	South Central	Southwest

Engaged people/Human-capital acquisition, development and retention

(N)	356	49	76	58	17
1=No support	7.9%	10.2%	6.6%	13.8%	17.7%
2	19.4%	28.6%	17.1%	17.2%	29.4%
3	33.2%	26.5%	34.2%	24.1%	23.5%
4	28.1%	28.6%	29.0%	31.0%	11.8%
5=Full support	11.5%	6.1%	13.2%	13.8%	17.7%

Superior processes/Improvement focus

(N)	356	49	76	59	17
1=No support	7.9%	10.2%	6.6%	13.6%	17.7%
2	16.0%	18.4%	10.5%	13.6%	23.5%
3	28.4%	24.5%	26.3%	28.8%	41.2%
4	31.2%	22.5%	38.2%	30.5%	11.8%
5=Full support	16.6%	24.5%	18.4%	13.6%	5.9%

Supply-chain management and collaboration

(N)	349	47	76	57	16
1=No support	11.2%	17.0%	5.3%	24.6%	12.5%
2	23.8%	29.8%	19.7%	14.0%	37.5%
3	31.2%	19.2%	39.5%	26.3%	37.5%
4	24.4%	23.4%	23.7%	26.3%	6.3%
5=Full support	9.5%	10.6%	11.8%	8.8%	6.3%

Green/Sustainability

(N)	353	48	76	58	16
1=No support	15.6%	18.8%	10.5%	20.7%	18.8%
2	31.2%	37.5%	25.0%	24.1%	25.0%
3	32.0%	33.3%	36.8%	31.0%	37.5%
4	14.5%	8.3%	21.1%	15.5%	12.5%
5=Full support	6.8%	2.1%	6.6%	8.6%	6.3%

Global engagement

(N)	351	49	75	57	17
1=No support	14.3%	16.3%	13.3%	17.5%	23.5%
2	29.1%	30.6%	30.7%	22.8%	41.2%
3	30.2%	30.6%	32.0%	33.3%	29.4%
4	17.1%	12.2%	20.0%	17.5%	0.0%
5=Full support	9.4%	10.2%	4.0%	8.8%	5.9%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

PROFILE**Which of the following describes your organization?**

(N)	355	10	6	5	9	7
Company	83.4%	80.0%	100.0%	100.0%	77.8%	85.7%
Division/unit of a larger company	16.6%	20.0%	0.0%	0.0%	22.2%	14.3%

Product Category

(N)	362	10	6	5	9	7
Food Manufacturing	2.8%	100.0%	0.0%	0.0%	0.0%	0.0%
Beverage and Tobacco Product Manufacturing	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Textile Mills	1.7%	0.0%	100.0%	0.0%	0.0%	0.0%
Textile Product Mills	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Apparel Manufacturing	1.4%	0.0%	0.0%	100.0%	0.0%	0.0%
Leather and Allied Product Manufacturing	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Wood Product Manufacturing	2.5%	0.0%	0.0%	0.0%	100.0%	0.0%
Paper Manufacturing	1.9%	0.0%	0.0%	0.0%	0.0%	100.0%
Printing and Related Support Activities	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Petroleum and Coal Products Manufacturing	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Chemical Manufacturing	8.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Plastics and Rubber Products Manufacturing	6.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Nonmetallic Mineral Product Manufacturing	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Primary Metal Manufacturing	9.9%	0.0%	0.0%	0.0%	0.0%	0.0%
Fabricated Metal Product Manufacturing	16.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Machinery Manufacturing	15.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Computer and Electronic Product Manufacturing	10.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Transportation Equipment Manufacturing	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Furniture and Related Product Manufacturing	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Miscellaneous Manufacturing	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%

How many years has your organization been in operation?

(N)	361	10	6	5	9	7
Median	35	44	56	62	36	38
Average	43	58	58	61	34	50
75th Percentile	56	87	102	97	49	64
25th Percentile	21	25	15	26	18	24

What are your approximate annual revenues?

(N)	341	9	6	5	9	7
Median	\$9,000,000	\$3,500,000	\$4,000,000	\$5,000,000	\$36,000,000	\$20,000,000
Average	\$143,859,537	\$58,800,000	\$5,183,333	\$7,300,000	\$29,822,222	\$30,642,857
75th Percentile	\$22,500,000	\$75,000,000	\$10,050,000	\$13,000,000	\$46,000,000	\$60,000,000
25th Percentile	\$3,000,000	\$1,175,000	\$1,025,000	\$2,750,000	\$9,750,000	\$2,000,000

	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

How many full-time employees (and equivalents)?

	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
(N)	361	10	6	5	9	7
Median	47	263	28	71	120	73
Average	398	381	60	125	134	143
75th Percentile	140	400	134	233	194	375
25th Percentile	21	16	15	46	55	19

What is the age of your organization's chief executive?

	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
(N)	357	10	6	5	9	7
< 30	0.3%	10.0%	0.0%	0.0%	0.0%	0.0%
31-40	4.5%	10.0%	0.0%	0.0%	11.1%	0.0%
41-50	28.6%	30.0%	33.3%	20.0%	55.6%	0.0%
51-60	41.7%	30.0%	50.0%	80.0%	11.1%	42.9%
>60	24.9%	20.0%	16.7%	0.0%	22.2%	57.1%

Do you anticipate a planned succession of leadership in the next five years?

	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
(N)	355	10	6	5	9	7
Yes	27.0%	40.0%	16.7%	ISD	11.1%	42.9%
Maybe	23.9%	40.0%	16.7%	ISD	22.2%	42.9%
No	49.0%	20.0%	66.7%	ISD	66.7%	14.3%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
(N)	361	10	6	5	9	7
1=Not important	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%
2	3.3%	0.0%	16.7%	0.0%	0.0%	0.0%
3	8.9%	30.0%	0.0%	0.0%	22.2%	0.0%
4	27.2%	50.0%	16.7%	20.0%	11.1%	0.0%
5=Highly important	58.5%	20.0%	66.7%	80.0%	66.7%	100.0%

Rate your organization's progress toward world-class customer-focused innovation:

	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
(N)	359	10	6	5	8	7
1=No progress	5.0%	0.0%	0.0%	0.0%	12.5%	0.0%
2	12.3%	10.0%	16.7%	0.0%	0.0%	14.3%
3	36.8%	20.0%	50.0%	60.0%	12.5%	28.6%
4	33.2%	70.0%	0.0%	20.0%	50.0%	42.9%
5=World-class	12.8%	0.0%	33.3%	20.0%	25.0%	14.3%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	355	10	6	5	9	7
<1%	22.8%	50.0%	0.0%	20.0%	33.3%	42.9%
1-5%	43.9%	40.0%	50.0%	60.0%	55.6%	28.6%
6-10%	18.0%	10.0%	16.7%	20.0%	0.0%	14.3%
>10%	15.2%	0.0%	33.3%	0.0%	11.1%	14.3%

What percentage of sales is invested into new-product development/R&D?

(N)	360	10	6	5	9	7
<1%	25.0%	30.0%	0.0%	60.0%	33.3%	28.6%
1-5%	46.1%	30.0%	50.0%	20.0%	55.6%	42.9%
6-10%	16.9%	40.0%	16.7%	0.0%	11.1%	28.6%
>10%	11.9%	0.0%	33.3%	20.0%	0.0%	0.0%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	360	10	6	5	9	7
No measurement system per se or reviews	27.5%	40.0%	33.3%	60.0%	11.1%	14.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.3%	30.0%	33.3%	0.0%	55.6%	57.1%
Company-specific metrics monitored regularly by operations staff	8.9%	10.0%	16.7%	0.0%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.2%	10.0%	16.7%	40.0%	33.3%	28.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.2%	10.0%	0.0%	0.0%	0.0%	0.0%

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	354	9	6	5	9	7
<5%	61.0%	77.8%	50.0%	40.0%	77.8%	71.4%
5-10%	24.9%	22.2%	33.3%	20.0%	11.1%	14.3%
11-20%	7.6%	0.0%	0.0%	0.0%	0.0%	14.3%
>20%	6.5%	0.0%	16.7%	40.0%	11.1%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	10	6	5	9	7
<5%	35.0%	20.0%	33.3%	20.0%	55.6%	28.6%
5-25%	46.2%	50.0%	33.3%	20.0%	33.3%	57.1%
26-50%	12.0%	30.0%	33.3%	0.0%	11.1%	14.3%
>50%	6.7%	0.0%	0.0%	60.0%	0.0%	0.0%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	10	6	5	9	7
1=Not important	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%
2	6.4%	10.0%	16.7%	0.0%	0.0%	0.0%
3	11.9%	20.0%	0.0%	0.0%	11.1%	28.6%
4	33.7%	30.0%	83.3%	20.0%	55.6%	14.3%
5=Highly important	46.4%	40.0%	0.0%	80.0%	33.3%	57.1%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	10	6	5	9	7
1=No progress	7.8%	10.0%	0.0%	20.0%	22.2%	14.3%
2	21.7%	10.0%	16.7%	20.0%	11.1%	28.6%
3	42.5%	60.0%	16.7%	40.0%	33.3%	57.1%
4	23.3%	20.0%	66.7%	0.0%	22.2%	0.0%
5=World-class	4.7%	0.0%	0.0%	20.0%	11.1%	0.0%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	10	6	5	9	7
<25%	38.9%	70.0%	33.3%	60.0%	44.4%	42.9%
25-50%	31.4%	10.0%	0.0%	40.0%	0.0%	28.6%
51-75%	18.3%	20.0%	66.7%	0.0%	44.4%	28.6%
76-90%	7.8%	0.0%	0.0%	0.0%	11.1%	0.0%
>90%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%

How many formal training hours are devoted annually to each employee?

(N)	360	10	6	5	9	7
8 or fewer	29.2%	40.0%	33.3%	40.0%	55.6%	42.9%
9-20	45.3%	60.0%	16.7%	60.0%	33.3%	28.6%
21-40	16.7%	0.0%	33.3%	0.0%	0.0%	28.6%
>40	8.9%	0.0%	16.7%	0.0%	11.1%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	357	10	6	5	9	7
<1%	31.9%	50.0%	33.3%	60.0%	55.6%	42.9%
1-5%	43.4%	40.0%	0.0%	40.0%	33.3%	57.1%
6-10%	17.7%	10.0%	50.0%	0.0%	11.1%	0.0%
>10%	7.0%	0.0%	16.7%	0.0%	0.0%	0.0%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	358	10	6	5	9	7
No measurement system per se or reviews	29.6%	40.0%	33.3%	40.0%	22.2%	14.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.2%	30.0%	16.7%	0.0%	22.2%	28.6%
Company-specific metrics monitored regularly by operations staff	12.6%	10.0%	16.7%	20.0%	22.2%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	15.6%	10.0%	33.3%	40.0%	22.2%	57.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	7.0%	10.0%	0.0%	0.0%	11.1%	0.0%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	345	9	6	5	8	7
< \$75,000	29.9%	55.6%	83.3%	60.0%	37.5%	42.9%
\$75,000-\$125,000	42.0%	11.1%	16.7%	20.0%	62.5%	28.6%
\$125,001-\$175,000	17.4%	11.1%	0.0%	20.0%	0.0%	28.6%
> \$175,000	10.7%	22.2%	0.0%	0.0%	0.0%	0.0%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	355	10	6	5	9	7
0%	9.3%	20.0%	33.3%	0.0%	11.1%	14.3%
0.1-1%	23.9%	0.0%	16.7%	0.0%	22.2%	28.6%
1.1-5%	35.8%	40.0%	33.3%	80.0%	11.1%	42.9%
5.1-10%	21.4%	30.0%	16.7%	20.0%	22.2%	0.0%
>10%	9.6%	10.0%	0.0%	0.0%	33.3%	14.3%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	361	10	6	5	9	7
1=Not important	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
2	3.9%	10.0%	16.7%	0.0%	0.0%	0.0%
3	12.7%	0.0%	33.3%	20.0%	33.3%	14.3%
4	30.8%	50.0%	16.7%	60.0%	0.0%	28.6%
5=Highly important	52.4%	40.0%	33.3%	20.0%	66.7%	57.1%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Rate your organization's progress toward world-class processes and process improvement:

	(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
1=No progress	361	10	6	5	9	7
2	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%
3	15.2%	20.0%	16.7%	0.0%	33.3%	14.3%
4	38.8%	30.0%	16.7%	40.0%	22.2%	71.4%
5=World-class	34.6%	40.0%	50.0%	60.0%	33.3%	14.3%
	8.3%	10.0%	16.7%	0.0%	11.1%	0.0%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

	(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
<26%	359	10	6	5	9	7
26-50%	33.2%	40.0%	50.0%	40.0%	22.2%	42.9%
51-75%	24.5%	40.0%	0.0%	60.0%	44.4%	42.9%
76-99%	19.5%	10.0%	16.7%	0.0%	0.0%	14.3%
100%	15.3%	0.0%	0.0%	0.0%	22.2%	0.0%
	7.5%	10.0%	33.3%	0.0%	11.1%	0.0%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

	(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
<1%	357	10	6	5	9	7
1-5%	11.5%	10.0%	33.3%	40.0%	0.0%	14.3%
6-10%	43.4%	30.0%	33.3%	60.0%	77.8%	57.1%
>10%	32.2%	30.0%	16.7%	0.0%	11.1%	28.6%
	12.9%	30.0%	16.7%	0.0%	11.1%	0.0%

What best describes your measurement system for reviewing return from process improvements?

	(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
No measurement system per se or reviews	359	10	6	5	9	7
Ad hoc monitoring of basic measures and ad hoc reviews	17.6%	30.0%	33.3%	20.0%	11.1%	28.6%
Company-specific metrics monitored regularly by operations staff	27.6%	40.0%	16.7%	40.0%	22.2%	28.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.5%	0.0%	16.7%	0.0%	22.2%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	24.2%	20.0%	0.0%	40.0%	44.4%	42.9%
	11.1%	10.0%	33.3%	0.0%	0.0%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	10	6	5	9	7
<80%	7.0%	0.0%	0.0%	0.0%	22.2%	0.0%
80-90%	14.0%	0.0%	16.7%	0.0%	11.1%	14.3%
91-95%	19.8%	10.0%	0.0%	20.0%	11.1%	14.3%
96-98%	30.7%	60.0%	66.7%	60.0%	11.1%	28.6%
>98%	28.5%	30.0%	16.7%	20.0%	44.4%	42.9%

Describe your customers' satisfaction with your overall performance?

(N)	358	10	6	5	9	7
Threatens to pull business because we don't match the competition	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Indifferent to buying our product or competitors	6.2%	0.0%	0.0%	20.0%	11.1%	0.0%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	20.0%	50.0%	20.0%	44.4%	57.1%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	80.0%	50.0%	60.0%	44.4%	42.9%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	10	6	5	8	7
<25%	43.3%	30.0%	33.3%	20.0%	37.5%	71.4%
26-50	37.0%	40.0%	16.7%	40.0%	50.0%	28.6%
51-75%	12.8%	20.0%	0.0%	20.0%	0.0%	0.0%
76-99%	4.6%	10.0%	16.7%	20.0%	0.0%	0.0%
>100%	2.3%	0.0%	33.3%	0.0%	12.5%	0.0%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	10	6	5	9	7
1=Not important	4.4%	0.0%	0.0%	0.0%	0.0%	0.0%
2	10.5%	0.0%	0.0%	0.0%	22.2%	0.0%
3	20.2%	20.0%	50.0%	0.0%	0.0%	0.0%
4	31.8%	40.0%	50.0%	40.0%	44.4%	71.4%
5=Highly important	33.2%	40.0%	0.0%	60.0%	33.3%	28.6%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	360	10	6	5	9	7
1=No progress	7.8%	0.0%	0.0%	0.0%	22.2%	14.3%
2	26.7%	20.0%	16.7%	20.0%	22.2%	28.6%
3	37.8%	50.0%	50.0%	40.0%	11.1%	42.9%
4	21.9%	30.0%	33.3%	20.0%	44.4%	14.3%
5=World-class	5.8%	0.0%	0.0%	20.0%	0.0%	0.0%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	357	10	6	5	9	6
<1%	25.5%	20.0%	16.7%	40.0%	55.6%	16.7%
1-5%	53.5%	70.0%	50.0%	60.0%	11.1%	50.0%
6-10%	14.0%	10.0%	16.7%	0.0%	11.1%	16.7%
>10%	7.0%	0.0%	16.7%	0.0%	22.2%	16.7%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	355	10	6	5	9	7
<1%	25.6%	30.0%	33.3%	60.0%	33.3%	28.6%
1-5%	54.1%	40.0%	33.3%	40.0%	44.4%	42.9%
6-10%	13.8%	10.0%	16.7%	0.0%	22.2%	14.3%
>10%	6.5%	20.0%	16.7%	0.0%	0.0%	14.3%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	360	10	6	5	9	7
No measurement system per se or reviews	24.4%	40.0%	66.7%	40.0%	11.1%	42.9%
Ad hoc monitoring of basic measures and ad hoc reviews	35.0%	20.0%	33.3%	20.0%	44.4%	42.9%
Company-specific metrics monitored regularly by operations staff	17.8%	20.0%	0.0%	0.0%	22.2%	14.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.2%	20.0%	0.0%	40.0%	22.2%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
357	3.1%	10.0%	0.0%	0.0%	0.0%	0.0%
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	34.2%	10.0%	16.7%	60.0%	22.2%	28.6%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	50.4%	50.0%	50.0%	40.0%	55.6%	57.1%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	12.3%	30.0%	33.3%	0.0%	22.2%	14.3%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories						

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
356	56.7%	70.0%	33.3%	80.0%	11.1%	71.4%
<10%	34.0%	20.0%	50.0%	20.0%	55.6%	14.3%
10-25%	7.6%	0.0%	16.7%	0.0%	33.3%	14.3%
26-50%	1.7%	10.0%	0.0%	0.0%	0.0%	0.0%
>50%						

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Pennsylvania	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing
351	32.5%	30.0%	16.7%	40.0%	22.2%	42.9%
Suppliers regularly measured on cost, quality, and delivery performance	11.1%	10.0%	0.0%	20.0%	0.0%	14.3%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	31.9%	40.0%	66.7%	20.0%	55.6%	28.6%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	17.7%	10.0%	16.7%	0.0%	11.1%	14.3%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	6.8%	10.0%	0.0%	20.0%	11.1%	0.0%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets						

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	360	10	6	5	9	7
1=Not important	20.8%	10.0%	16.7%	20.0%	22.2%	0.0%
2	18.9%	40.0%	16.7%	20.0%	0.0%	14.3%
3	28.6%	30.0%	33.3%	0.0%	33.3%	28.6%
4	18.9%	10.0%	16.7%	40.0%	33.3%	14.3%
5=Highly important	12.8%	10.0%	16.7%	20.0%	11.1%	42.9%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	359	10	6	5	9	7
1=No progress	25.9%	20.0%	16.7%	40.0%	33.3%	0.0%
2	28.7%	40.0%	16.7%	0.0%	22.2%	14.3%
3	27.0%	20.0%	33.3%	20.0%	33.3%	85.7%
4	13.4%	20.0%	16.7%	20.0%	11.1%	0.0%
? 5=World-class	5.0%	0.0%	16.7%	20.0%	0.0%	0.0%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	357	8	6	5	9	7
<1%	50.1%	62.5%	33.3%	20.0%	55.6%	28.6%
1-5%	29.4%	37.5%	16.7%	60.0%	33.3%	28.6%
6-10%	10.1%	0.0%	16.7%	0.0%	0.0%	42.9%
>10%	10.4%	0.0%	33.3%	20.0%	11.1%	0.0%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	359	10	6	5	9	7
<1%	59.1%	80.0%	50.0%	40.0%	77.8%	28.6%
1-5%	24.2%	20.0%	16.7%	60.0%	11.1%	42.9%
6-10%	10.9%	0.0%	16.7%	0.0%	0.0%	28.6%
>10%	5.9%	0.0%	16.7%	0.0%	11.1%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	360	10	6	5	9	7
No measurement system per se or reviews	57.2%	60.0%	100.0%	40.0%	66.7%	42.9%
Ad hoc monitoring of basic measures and ad hoc reviews	26.1%	10.0%	0.0%	40.0%	22.2%	42.9%
Company-specific metrics monitored regularly by operations staff	6.9%	20.0%	0.0%	20.0%	11.1%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.7%	0.0%	0.0%	0.0%	0.0%	14.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	10.0%	0.0%	0.0%	0.0%	0.0%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	354	10	6	5	9	7
<10%	84.8%	80.0%	66.7%	60.0%	88.9%	100.0%
10-25%	14.1%	20.0%	0.0%	40.0%	11.1%	0.0%
26-50%	1.1%	0.0%	33.3%	0.0%	0.0%	0.0%
>50%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	353	10	6	5	9	7
<10%	79.3%	70.0%	66.7%	40.0%	66.7%	71.4%
10-25%	15.3%	30.0%	16.7%	60.0%	33.3%	28.6%
26-50%	4.3%	0.0%	16.7%	0.0%	0.0%	0.0%
>50%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	354	10	6	5	9	7
<50%	60.2%	70.0%	83.3%	60.0%	44.4%	42.9%
51-75%	10.5%	0.0%	16.7%	20.0%	22.2%	14.3%
76-89%	7.1%	20.0%	0.0%	0.0%	0.0%	14.3%
90-99%	13.8%	0.0%	0.0%	20.0%	0.0%	28.6%
100%	8.5%	10.0%	0.0%	0.0%	33.3%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	360	10	6	5	9	7
1=Not important	17.5%	30.0%	0.0%	40.0%	33.3%	28.6%
2	18.3%	30.0%	50.0%	20.0%	22.2%	0.0%
3	16.9%	20.0%	33.3%	0.0%	11.1%	14.3%
4	20.8%	10.0%	0.0%	20.0%	11.1%	14.3%
5=Highly important	26.4%	10.0%	16.7%	20.0%	22.2%	42.9%

Rate your organization's progress toward becoming a world-class global player:

(N)	360	10	6	5	9	7
1=No progress	25.3%	20.0%	16.7%	40.0%	44.4%	28.6%
2	27.5%	60.0%	33.3%	40.0%	22.2%	14.3%
3	21.7%	10.0%	16.7%	0.0%	0.0%	28.6%
4	18.3%	0.0%	16.7%	20.0%	22.2%	28.6%
5=World-class	7.2%	10.0%	16.7%	0.0%	11.1%	0.0%

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	358	10	6	5	8	7
0%	54.8%	90.0%	66.7%	60.0%	100.0%	42.9%
1-25%	39.1%	10.0%	33.3%	40.0%	0.0%	42.9%
26-50%	4.5%	0.0%	0.0%	0.0%	0.0%	14.3%
>50%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	356	9	6	5	9	7
No measurement system per se or reviews	55.9%	100.0%	100.0%	60.0%	77.8%	57.1%
Ad hoc monitoring of basic measures and ad hoc reviews	20.5%	0.0%	0.0%	20.0%	0.0%	42.9%
Company-specific metrics monitored regularly by operations staff	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	11.8%	0.0%	0.0%	20.0%	22.2%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing	
<25%	357 74.0%	10 70.0%	6 66.7%	5 80.0%	9 77.8%	7 57.1%
26-50%	17.9%	30.0%	16.7%	20.0%	11.1%	28.6%
51-100%	5.3%	0.0%	16.7%	0.0%	11.1%	0.0%
>100%	2.8%	0.0%	0.0%	0.0%	0.0%	14.3%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing	
0	355 53.5%	10 90.0%	6 50.0%	5 20.0%	9 77.8%	7 42.9%
1-5	33.8%	0.0%	33.3%	40.0%	22.2%	42.9%
6-10	5.9%	0.0%	16.7%	40.0%	0.0%	14.3%
>10	6.8%	10.0%	0.0%	0.0%	0.0%	0.0%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing	
0	356 50.3%	10 60.0%	6 33.3%	5 60.0%	9 77.8%	7 71.4%
1-5	32.0%	20.0%	66.7%	20.0%	11.1%	14.3%
6-10	5.6%	0.0%	0.0%	20.0%	11.1%	0.0%
>10	12.1%	20.0%	0.0%	0.0%	0.0%	14.3%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing	
1=No support	356 9.8%	10 10.0%	6 0.0%	ISD ISD	9 0.0%	7 0.0%
2	19.9%	30.0%	0.0%	ISD	22.2%	14.3%
3	32.0%	30.0%	50.0%	ISD	33.3%	14.3%
4	26.1%	20.0%	50.0%	ISD	33.3%	42.9%
5=Full support	12.1%	10.0%	0.0%	ISD	11.1%	28.6%

	Pennsylvania Respondents by Product Type				
	Food Manufacturing	Textile Mills	Apparel Manufacturing	Wood Product Manufacturing	Paper Manufacturing

Engaged people/Human-capital acquisition, development and retention

(N)	356	10	6	ISD	9	7
1=No support	7.9%	0.0%	0.0%	ISD	0.0%	0.0%
2	19.4%	40.0%	0.0%	ISD	22.2%	14.3%
3	33.2%	20.0%	16.7%	ISD	22.2%	28.6%
4	28.1%	30.0%	83.3%	ISD	55.6%	28.6%
5=Full support	11.5%	10.0%	0.0%	ISD	0.0%	28.6%

Superior processes/Improvement focus

(N)	356	10	6	ISD	9	7
1=No support	7.9%	10.0%	0.0%	ISD	0.0%	0.0%
2	16.0%	30.0%	0.0%	ISD	22.2%	14.3%
3	28.4%	30.0%	33.3%	ISD	11.1%	0.0%
4	31.2%	20.0%	50.0%	ISD	44.4%	28.6%
5=Full support	16.6%	10.0%	16.7%	ISD	22.2%	57.1%

Supply-chain management and collaboration

(N)	349	9	6	ISD	9	7
1=No support	11.2%	11.1%	0.0%	ISD	0.0%	0.0%
2	23.8%	22.2%	0.0%	ISD	33.3%	0.0%
3	31.2%	33.3%	50.0%	ISD	11.1%	28.6%
4	24.4%	22.2%	33.3%	ISD	44.4%	57.1%
5=Full support	9.5%	11.1%	16.7%	ISD	11.1%	14.3%

Green/Sustainability

(N)	353	9	6	ISD	9	7
1=No support	15.6%	22.2%	0.0%	ISD	22.2%	0.0%
2	31.2%	44.4%	16.7%	ISD	22.2%	14.3%
3	32.0%	11.1%	50.0%	ISD	11.1%	42.9%
4	14.5%	11.1%	33.3%	ISD	44.4%	28.6%
5=Full support	6.8%	11.1%	0.0%	ISD	0.0%	14.3%

Global engagement

(N)	351	9	6	ISD	9	7
1=No support	14.3%	11.1%	0.0%	ISD	11.1%	14.3%
2	29.1%	44.4%	16.7%	ISD	44.4%	14.3%
3	30.2%	33.3%	50.0%	ISD	0.0%	42.9%
4	17.1%	0.0%	33.3%	ISD	44.4%	14.3%
5=Full support	9.4%	11.1%	0.0%	ISD	0.0%	14.3%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

PROFILE

Which of the following describes your organization?

(N)	355	12	31	23	11	35
Company	83.4%	83.3%	74.2%	82.6%	81.8%	88.6%
Division/unit of a larger company	16.6%	16.7%	25.8%	17.4%	18.2%	11.4%

Product Category

(N)	362	12	31	24	12	36
Food Manufacturing	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Beverage and Tobacco Product Manufacturing	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Textile Mills	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Textile Product Mills	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Apparel Manufacturing	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Leather and Allied Product Manufacturing	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Wood Product Manufacturing	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Paper Manufacturing	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%
Printing and Related Support Activities	3.3%	100.0%	0.0%	0.0%	0.0%	0.0%
Petroleum and Coal Products Manufacturing	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Chemical Manufacturing	8.6%	0.0%	100.0%	0.0%	0.0%	0.0%
Plastics and Rubber Products Manufacturing	6.6%	0.0%	0.0%	100.0%	0.0%	0.0%
Nonmetallic Mineral Product Manufacturing	3.3%	0.0%	0.0%	0.0%	100.0%	0.0%
Primary Metal Manufacturing	9.9%	0.0%	0.0%	0.0%	0.0%	100.0%
Fabricated Metal Product Manufacturing	16.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Machinery Manufacturing	15.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Computer and Electronic Product Manufacturing	10.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Transportation Equipment Manufacturing	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Furniture and Related Product Manufacturing	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Miscellaneous Manufacturing	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%

How many years has your organization been in operation?

(N)	361	12	31	24	12	35
Median	35	42	22	31	27	36
Average	43	47	28	34	31	54
75th Percentile	56	55	40	45	51	77
25th Percentile	21	26	11	20	11	21

What are your approximate annual revenues?

(N)	341	12	30	23	12	34
Median	\$9,000,000	\$9,000,000	\$9,250,000	\$15,000,000	\$11,500,000	\$10,000,000
Average	\$143,859,537	\$19,625,000	\$1,012,902,667	\$377,734,783	\$50,441,667	\$46,658,824
75th Percentile	\$22,500,000	\$32,250,000	\$15,000,000	\$27,500,000	\$18,000,000	\$21,250,000
25th Percentile	\$3,000,000	\$4,000,000	\$2,150,000	\$4,000,000	\$7,250,000	\$2,437,500

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

How many full-time employees (and equivalents)?

(N)	361	12	31	24	12	36
Median	47	49	34	93	58	55
Average	398	123	2,332	1,225	60	105
75th Percentile	140	225	80	136	82	102
25th Percentile	21	27	12	31	31	18

What is the age of your organization's chief executive?

(N)	357	12	31	24	11	36
< 30	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
31-40	4.5%	0.0%	12.9%	4.2%	0.0%	2.8%
41-50	28.6%	33.3%	29.0%	41.7%	36.4%	22.2%
51-60	41.7%	50.0%	38.7%	37.5%	54.6%	38.9%
>60	24.9%	16.7%	19.4%	16.7%	9.1%	36.1%

Do you anticipate a planned succession of leadership in the next five years?

(N)	355	12	31	24	11	35
Yes	27.0%	16.7%	35.5%	25.0%	27.3%	31.4%
Maybe	23.9%	8.3%	19.4%	8.3%	18.2%	22.9%
No	49.0%	75.0%	45.2%	66.7%	54.6%	45.7%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	361	12	31	24	12	36
1=Not important	2.2%	0.0%	3.2%	4.2%	0.0%	2.8%
2	3.3%	0.0%	0.0%	0.0%	8.3%	5.6%
3	8.9%	0.0%	12.9%	4.2%	8.3%	5.6%
4	27.2%	25.0%	25.8%	33.3%	33.3%	25.0%
5=Highly important	58.5%	75.0%	58.1%	58.3%	50.0%	61.1%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	359	12	31	24	12	36
1=No progress	5.0%	0.0%	0.0%	8.3%	8.3%	13.9%
2	12.3%	16.7%	9.7%	12.5%	8.3%	11.1%
3	36.8%	50.0%	48.4%	25.0%	33.3%	27.8%
4	33.2%	25.0%	25.8%	37.5%	33.3%	30.6%
5=World-class	12.8%	8.3%	16.1%	16.7%	16.7%	16.7%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Input Measures**What percentage of your workforce is dedicated to new-product development/R&D?**

(N)	355	12	30	24	12	36
<1%	22.8%	8.3%	6.7%	29.2%	16.7%	30.6%
1-5%	43.9%	66.7%	33.3%	41.7%	58.3%	41.7%
6-10%	18.0%	16.7%	33.3%	20.8%	16.7%	11.1%
>10%	15.2%	8.3%	26.7%	8.3%	8.3%	16.7%

What percentage of sales is invested into new-product development/R&D?

(N)	360	12	30	24	12	36
<1%	25.0%	8.3%	23.3%	29.2%	16.7%	38.9%
1-5%	46.1%	75.0%	43.3%	41.7%	58.3%	36.1%
6-10%	16.9%	8.3%	20.0%	20.8%	16.7%	13.9%
>10%	11.9%	8.3%	13.3%	8.3%	8.3%	11.1%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	360	12	31	24	12	36
No measurement system per se or reviews	27.5%	0.0%	16.1%	16.7%	33.3%	44.4%
Ad hoc monitoring of basic measures and ad hoc reviews	35.3%	75.0%	41.9%	16.7%	25.0%	22.2%
Company-specific metrics monitored regularly by operations staff	8.9%	16.7%	9.7%	8.3%	8.3%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.2%	8.3%	25.8%	33.3%	33.3%	13.9%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.2%	0.0%	6.5%	25.0%	0.0%	8.3%

Output Measures**How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?**

(N)	354	12	31	24	12	36
<5%	61.0%	66.7%	54.8%	41.7%	75.0%	69.4%
5-10%	24.9%	33.3%	32.3%	25.0%	16.7%	16.7%
11-20%	7.6%	0.0%	6.5%	20.8%	8.3%	5.6%
>20%	6.5%	0.0%	6.5%	12.5%	0.0%	8.3%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	12	31	24	12	35
<5%	35.0%	25.0%	32.3%	25.0%	50.0%	51.4%
5-25%	46.2%	58.3%	61.3%	50.0%	33.3%	25.7%
26-50%	12.0%	16.7%	3.2%	12.5%	8.3%	11.4%
>50%	6.7%	0.0%	3.2%	12.5%	8.3%	11.4%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	12	31	24	12	36
1=Not important	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%
2	6.4%	0.0%	3.2%	4.2%	0.0%	2.8%
3	11.9%	25.0%	25.8%	4.2%	25.0%	2.8%
4	33.7%	25.0%	32.3%	41.7%	16.7%	27.8%
5=Highly important	46.4%	50.0%	38.7%	50.0%	58.3%	66.7%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	12	31	24	12	35
1=No progress	7.8%	8.3%	9.7%	4.2%	8.3%	5.7%
2	21.7%	33.3%	29.0%	20.8%	8.3%	17.1%
3	42.5%	41.7%	45.2%	29.2%	41.7%	48.6%
4	23.3%	16.7%	12.9%	41.7%	41.7%	22.9%
5=World-class	4.7%	0.0%	3.2%	4.2%	0.0%	5.7%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	12	31	24	12	36
<25%	38.9%	41.7%	35.5%	37.5%	25.0%	36.1%
25-50%	31.4%	25.0%	38.7%	37.5%	41.7%	33.3%
51-75%	18.3%	16.7%	19.4%	8.3%	16.7%	13.9%
76-90%	7.8%	8.3%	6.5%	8.3%	16.7%	8.3%
>90%	3.6%	8.3%	0.0%	8.3%	0.0%	8.3%

How many formal training hours are devoted annually to each employee?

(N)	360	12	31	24	12	36
8 or fewer	29.2%	25.0%	22.6%	25.0%	16.7%	19.4%
9-20	45.3%	58.3%	38.7%	45.8%	50.0%	58.3%
21-40	16.7%	16.7%	19.4%	25.0%	8.3%	8.3%
>40	8.9%	0.0%	19.4%	4.2%	25.0%	13.9%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
<1%	357	12	31	24	12	35
1-5%	31.9%	33.3%	32.3%	16.7%	33.3%	28.6%
6-10%	43.4%	58.3%	38.7%	54.2%	41.7%	42.9%
>10%	17.7%	8.3%	12.9%	20.8%	16.7%	14.3%
	7.0%	0.0%	16.1%	8.3%	8.3%	14.3%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
No measurement system per se or reviews	358	12	30	24	12	35
Ad hoc monitoring of basic measures and ad hoc reviews	29.6%	8.3%	23.3%	16.7%	33.3%	40.0%
Company-specific metrics monitored regularly by operations staff	35.2%	50.0%	36.7%	25.0%	50.0%	37.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	12.6%	33.3%	23.3%	4.2%	8.3%	14.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	15.6%	8.3%	10.0%	37.5%	8.3%	5.7%
	7.0%	0.0%	6.7%	16.7%	0.0%	2.9%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
< \$75,000	345	12	30	24	12	33
\$75,000-\$125,000	29.9%	25.0%	26.7%	33.3%	25.0%	27.3%
\$125,001-\$175,000	42.0%	58.3%	36.7%	37.5%	58.3%	45.5%
> \$175,000	17.4%	16.7%	20.0%	8.3%	16.7%	12.1%
	10.7%	0.0%	16.7%	20.8%	0.0%	15.2%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
0%	355	12	30	24	12	35
0.1-1%	9.3%	8.3%	10.0%	0.0%	16.7%	8.6%
1.1-5%	23.9%	25.0%	23.3%	8.3%	25.0%	20.0%
5.1-10%	35.8%	33.3%	40.0%	54.2%	41.7%	37.1%
>10%	21.4%	8.3%	16.7%	29.2%	0.0%	28.6%
	9.6%	25.0%	10.0%	8.3%	16.7%	5.7%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
1=Not important	361	12	31	24	12	36
2	0.3%	0.0%	0.0%	0.0%	0.0%	2.8%
3	3.9%	8.3%	3.2%	4.2%	8.3%	2.8%
4	12.7%	0.0%	6.5%	0.0%	0.0%	8.3%
5=Highly important	30.8%	25.0%	25.8%	33.3%	33.3%	27.8%
	52.4%	66.7%	64.5%	62.5%	58.3%	58.3%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Rate your organization's progress toward world-class processes and process improvement:

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
1=No progress	361	3.1%	0.0%	0.0%	4.2%	8.3%
2	15.2%	16.7%	19.4%	8.3%	16.7%	16.7%
3	38.8%	50.0%	35.5%	33.3%	33.3%	27.8%
4	34.6%	33.3%	35.5%	41.7%	33.3%	38.9%
5=World-class	8.3%	0.0%	9.7%	12.5%	8.3%	8.3%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
<26%	359	33.2%	41.7%	32.3%	33.3%	25.7%
26-50%	24.5%	16.7%	19.4%	29.2%	8.3%	20.0%
51-75%	19.5%	33.3%	12.9%	16.7%	16.7%	22.9%
76-99%	15.3%	8.3%	29.0%	20.8%	33.3%	22.9%
100%	7.5%	0.0%	6.5%	0.0%	16.7%	8.6%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
<1%	357	11.5%	0.0%	6.7%	12.5%	8.6%
1-5%	43.4%	33.3%	43.3%	45.8%	58.3%	40.0%
6-10%	32.2%	50.0%	33.3%	29.2%	25.0%	37.1%
>10%	12.9%	16.7%	16.7%	12.5%	8.3%	14.3%

What best describes your measurement system for reviewing return from process improvements?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
No measurement system per se or reviews	359	17.6%	8.3%	12.9%	8.3%	19.4%
Ad hoc monitoring of basic measures and ad hoc reviews	27.6%	33.3%	16.1%	20.8%	33.3%	38.9%
Company-specific metrics monitored regularly by operations staff	19.5%	33.3%	16.1%	8.3%	25.0%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	24.2%	25.0%	38.7%	41.7%	16.7%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	11.1%	0.0%	16.1%	20.8%	8.3%	13.9%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	12	31	24	12	35
<80%	7.0%	0.0%	6.5%	8.3%	8.3%	8.6%
80-90%	14.0%	16.7%	0.0%	8.3%	0.0%	14.3%
91-95%	19.8%	25.0%	25.8%	4.2%	25.0%	14.3%
96-98%	30.7%	33.3%	41.9%	25.0%	50.0%	31.4%
>98%	28.5%	25.0%	25.8%	54.2%	16.7%	31.4%

Describe your customers' satisfaction with your overall performance?

(N)	358	12	30	24	12	35
Threatens to pull business because we don't match the competition	1.4%	0.0%	0.0%	8.3%	0.0%	0.0%
Indifferent to buying our product or competitors	6.2%	0.0%	16.7%	0.0%	0.0%	5.7%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	58.3%	40.0%	45.8%	50.0%	34.3%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	41.7%	43.3%	45.8%	50.0%	60.0%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	11	30	23	12	34
<25%	43.3%	27.3%	33.3%	52.2%	50.0%	55.9%
26-50	37.0%	45.5%	30.0%	26.1%	33.3%	32.4%
51-75%	12.8%	27.3%	20.0%	13.0%	16.7%	8.8%
76-99%	4.6%	0.0%	6.7%	8.7%	0.0%	2.9%
>100%	2.3%	0.0%	10.0%	0.0%	0.0%	0.0%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	12	31	24	12	36
1=Not important	4.4%	8.3%	0.0%	0.0%	0.0%	2.8%
2	10.5%	16.7%	9.7%	0.0%	33.3%	11.1%
3	20.2%	8.3%	22.6%	37.5%	16.7%	19.4%
4	31.8%	33.3%	29.0%	33.3%	16.7%	27.8%
5=Highly important	33.2%	33.3%	38.7%	29.2%	33.3%	38.9%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	360	11	31	24	12	36
1=No progress	7.8%	0.0%	12.9%	16.7%	16.7%	8.3%
2	26.7%	36.4%	29.0%	8.3%	33.3%	19.4%
3	37.8%	45.5%	25.8%	33.3%	41.7%	41.7%
4	21.9%	18.2%	25.8%	33.3%	0.0%	27.8%
5=World-class	5.8%	0.0%	6.5%	8.3%	8.3%	2.8%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	357	11	31	24	12	36
<1%	25.5%	18.2%	22.6%	20.8%	8.3%	27.8%
1-5%	53.5%	63.6%	54.8%	58.3%	83.3%	44.4%
6-10%	14.0%	9.1%	16.1%	16.7%	8.3%	16.7%
>10%	7.0%	9.1%	6.5%	4.2%	0.0%	11.1%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	355	11	31	24	12	36
<1%	25.6%	18.2%	22.6%	25.0%	25.0%	30.6%
1-5%	54.1%	63.6%	54.8%	50.0%	50.0%	63.9%
6-10%	13.8%	9.1%	9.7%	16.7%	25.0%	5.6%
>10%	6.5%	9.1%	12.9%	8.3%	0.0%	0.0%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	360	11	31	24	12	36
No measurement system per se or reviews	24.4%	9.1%	19.4%	12.5%	41.7%	30.6%
Ad hoc monitoring of basic measures and ad hoc reviews	35.0%	54.6%	25.8%	33.3%	41.7%	30.6%
Company-specific metrics monitored regularly by operations staff	17.8%	36.4%	29.0%	4.2%	16.7%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.2%	0.0%	19.4%	37.5%	0.0%	16.7%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.6%	0.0%	6.5%	12.5%	0.0%	5.6%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
357	11	31	24	11	36	
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	3.1%	0.0%	6.5%	4.2%	0.0%	5.6%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	34.2%	27.3%	29.0%	20.8%	36.4%	30.6%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	50.4%	63.6%	51.6%	50.0%	54.6%	50.0%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories	12.3%	9.1%	12.9%	25.0%	9.1%	13.9%

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
356	11	31	24	12	35	
<10%	56.7%	18.2%	48.4%	50.0%	66.7%	54.3%
10-25%	34.0%	72.7%	32.3%	45.8%	33.3%	42.9%
26-50%	7.6%	9.1%	16.1%	4.2%	0.0%	2.9%
>50%	1.7%	0.0%	3.2%	0.0%	0.0%	0.0%

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
351	11	29	24	12	35	
Suppliers regularly measured on cost, quality, and delivery performance	32.5%	9.1%	41.4%	25.0%	33.3%	34.3%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	11.1%	9.1%	10.3%	16.7%	8.3%	5.7%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.9%	36.4%	27.6%	25.0%	41.7%	37.1%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.7%	36.4%	10.3%	33.3%	16.7%	14.3%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	6.8%	9.1%	10.3%	0.0%	0.0%	8.6%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
1=Not important	360 20.8%	12 0.0%	31 19.4%	24 8.3%	12 16.7%	36 13.9%
2	18.9%	16.7%	19.4%	8.3%	33.3%	22.2%
3	28.6%	25.0%	35.5%	33.3%	25.0%	30.6%
4	18.9%	50.0%	9.7%	37.5%	8.3%	13.9%
5=Highly important	12.8%	8.3%	16.1%	12.5%	16.7%	19.4%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
1=No progress	359 25.9%	12 16.7%	30 23.3%	24 16.7%	12 16.7%	36 25.0%
2	28.7%	16.7%	26.7%	33.3%	33.3%	22.2%
3	27.0%	16.7%	33.3%	29.2%	25.0%	25.0%
4	13.4%	50.0%	6.7%	20.8%	25.0%	22.2%
? 5=World-class	5.0%	0.0%	10.0%	0.0%	0.0%	5.6%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
<1%	357 50.1%	11 18.2%	31 38.7%	24 45.8%	12 50.0%	36 47.2%
1-5%	29.4%	45.5%	32.3%	37.5%	25.0%	27.8%
6-10%	10.1%	18.2%	0.0%	12.5%	16.7%	13.9%
>10%	10.4%	18.2%	29.0%	4.2%	8.3%	11.1%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
<1%	359 59.1%	12 41.7%	31 58.1%	24 58.3%	12 75.0%	36 61.1%
1-5%	24.2%	33.3%	25.8%	29.2%	8.3%	16.7%
6-10%	10.9%	25.0%	0.0%	8.3%	16.7%	16.7%
>10%	5.9%	0.0%	16.1%	4.2%	0.0%	5.6%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
No measurement system per se or reviews	360	12	31	24	12	36
Ad hoc monitoring of basic measures and ad hoc reviews	57.2%	33.3%	45.2%	45.8%	50.0%	61.1%
Company-specific metrics monitored regularly by operations staff	26.1%	50.0%	12.9%	29.2%	50.0%	30.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.9%	8.3%	19.4%	0.0%	0.0%	2.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	6.7%	8.3%	9.7%	25.0%	0.0%	0.0%
	3.1%	0.0%	12.9%	0.0%	0.0%	5.6%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
<10%	354	12	31	24	12	36
10-25%	84.8%	83.3%	80.7%	75.0%	83.3%	77.8%
26-50%	14.1%	16.7%	19.4%	25.0%	16.7%	22.2%
>50%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
<10%	353	12	31	23	12	36
10-25%	79.3%	66.7%	77.4%	73.9%	83.3%	75.0%
26-50%	15.3%	25.0%	16.1%	21.7%	8.3%	13.9%
>50%	4.3%	8.3%	6.5%	0.0%	8.3%	8.3%
	1.1%	0.0%	0.0%	4.4%	0.0%	2.8%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
<50%	354	12	31	23	12	36
51-75%	60.2%	58.3%	58.1%	30.4%	41.7%	36.1%
76-89%	10.5%	25.0%	9.7%	26.1%	16.7%	5.6%
90-99%	7.1%	0.0%	6.5%	13.0%	8.3%	0.0%
100%	13.8%	16.7%	16.1%	26.1%	33.3%	30.6%
	8.5%	0.0%	9.7%	4.4%	0.0%	27.8%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
1=Not important	360 17.5%	12 58.3%	31 6.5%	24 8.3%	12 16.7%	36 16.7%
2	18.3%	0.0%	25.8%	0.0%	16.7%	19.4%
3	16.9%	0.0%	6.5%	29.2%	25.0%	22.2%
4	20.8%	25.0%	32.3%	41.7%	16.7%	13.9%
5=Highly important	26.4%	16.7%	29.0%	20.8%	25.0%	27.8%

Rate your organization's progress toward becoming a world-class global player:

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
1=No progress	360 25.3%	12 66.7%	31 12.9%	24 20.8%	12 25.0%	36 22.2%
2	27.5%	0.0%	35.5%	20.8%	41.7%	30.6%
3	21.7%	16.7%	19.4%	29.2%	16.7%	30.6%
4	18.3%	8.3%	22.6%	20.8%	8.3%	11.1%
5=World-class	7.2%	8.3%	9.7%	8.3%	8.3%	5.6%

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
0%	358 54.8%	12 75.0%	31 38.7%	24 41.7%	12 33.3%	36 69.4%
1-25%	39.1%	25.0%	45.2%	50.0%	50.0%	27.8%
26-50%	4.5%	0.0%	16.1%	4.2%	16.7%	2.8%
>50%	1.7%	0.0%	0.0%	4.2%	0.0%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
No measurement system per se or reviews	356 55.9%	12 83.3%	31 41.9%	24 33.3%	12 33.3%	36 80.6%
Ad hoc monitoring of basic measures and ad hoc reviews	20.5%	8.3%	25.8%	41.7%	50.0%	8.3%
Company-specific metrics monitored regularly by operations staff	8.7%	0.0%	9.7%	0.0%	0.0%	2.8%
Regular monitoring and review of company-specific metrics by CEO and senior staff	11.8%	8.3%	16.1%	12.5%	16.7%	8.3%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	6.5%	12.5%	0.0%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type				
	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
<25%	357 74.0%	12 91.7%	31 67.7%	24 70.8%	12 83.3%	36 86.1%
26-50%	17.9%	8.3%	19.4%	20.8%	16.7%	8.3%
51-100%	5.3%	0.0%	6.5%	8.3%	0.0%	2.8%
>100%	2.8%	0.0%	6.5%	0.0%	0.0%	2.8%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
0	355 53.5%	12 58.3%	31 38.7%	24 37.5%	12 33.3%	35 74.3%
1-5	33.8%	33.3%	35.5%	50.0%	50.0%	20.0%
6-10	5.9%	8.3%	12.9%	4.2%	16.7%	5.7%
>10	6.8%	0.0%	12.9%	8.3%	0.0%	0.0%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
0	356 50.3%	12 83.3%	31 32.3%	24 54.2%	12 58.3%	36 63.9%
1-5	32.0%	16.7%	41.9%	25.0%	25.0%	27.8%
6-10	5.6%	0.0%	9.7%	8.3%	8.3%	2.8%
>10	12.1%	0.0%	16.1%	12.5%	8.3%	5.6%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing	
1=No support	356 9.8%	12 8.3%	31 3.2%	24 4.2%	12 16.7%	35 14.3%
2	19.9%	33.3%	32.3%	12.5%	8.3%	20.0%
3	32.0%	50.0%	25.8%	33.3%	25.0%	20.0%
4	26.1%	0.0%	19.4%	33.3%	33.3%	25.7%
5=Full support	12.1%	8.3%	19.4%	16.7%	16.7%	20.0%

	Pennsylvania Respondents by Product Type					
	Pennsylvania	Printing and Related Support Activities	Chemical Manufacturing	Plastics and Rubber Products Manufacturing	Nonmetallic Mineral Product Manufacturing	Primary Metal Manufacturing
Engaged people/Human-capital acquisition, development and retention						
(N)	356	12	31	24	12	35
1=No support	7.9%	8.3%	3.2%	4.2%	8.3%	8.6%
2	19.4%	33.3%	32.3%	16.7%	25.0%	14.3%
3	33.2%	33.3%	29.0%	29.2%	33.3%	28.6%
4	28.1%	16.7%	16.1%	41.7%	25.0%	34.3%
5=Full support	11.5%	8.3%	19.4%	8.3%	8.3%	14.3%
Superior processes/Improvement focus						
(N)	356	11	31	24	12	35
1=No support	7.9%	0.0%	3.2%	4.2%	16.7%	11.4%
2	16.0%	27.3%	19.4%	4.2%	16.7%	11.4%
3	28.4%	54.6%	25.8%	29.2%	25.0%	25.7%
4	31.2%	9.1%	29.0%	54.2%	16.7%	31.4%
5=Full support	16.6%	9.1%	22.6%	8.3%	25.0%	20.0%
Supply-chain management and collaboration						
(N)	349	11	31	24	12	35
1=No support	11.2%	27.3%	9.7%	4.2%	16.7%	11.4%
2	23.8%	9.1%	35.5%	20.8%	25.0%	17.1%
3	31.2%	54.6%	22.6%	45.8%	50.0%	37.1%
4	24.4%	0.0%	16.1%	29.2%	0.0%	20.0%
5=Full support	9.5%	9.1%	16.1%	0.0%	8.3%	14.3%
Green/Sustainability						
(N)	353	11	31	24	12	35
1=No support	15.6%	27.3%	6.5%	8.3%	25.0%	14.3%
2	31.2%	27.3%	54.8%	25.0%	25.0%	22.9%
3	32.0%	45.5%	22.6%	50.0%	25.0%	37.1%
4	14.5%	0.0%	0.0%	16.7%	16.7%	11.4%
5=Full support	6.8%	0.0%	16.1%	0.0%	8.3%	14.3%
Global engagement						
(N)	351	11	31	24	12	35
1=No support	14.3%	18.2%	12.9%	12.5%	16.7%	17.1%
2	29.1%	63.6%	32.3%	12.5%	41.7%	20.0%
3	30.2%	9.1%	25.8%	29.2%	25.0%	40.0%
4	17.1%	9.1%	16.1%	29.2%	8.3%	8.6%
5=Full support	9.4%	0.0%	12.9%	16.7%	8.3%	14.3%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

PROFILE**Which of the following describes your organization?**

(N)	355	57	56	38	9
Company	83.4%	80.7%	85.7%	86.8%	66.7%
Division/unit of a larger company	16.6%	19.3%	14.3%	13.2%	33.3%

Product Category

(N)	362	58	56	38	9
Food Manufacturing	2.8%	0.0%	0.0%	0.0%	0.0%
Beverage and Tobacco Product Manufacturing	0.6%	0.0%	0.0%	0.0%	0.0%
Textile Mills	1.7%	0.0%	0.0%	0.0%	0.0%
Textile Product Mills	0.3%	0.0%	0.0%	0.0%	0.0%
Apparel Manufacturing	1.4%	0.0%	0.0%	0.0%	0.0%
Leather and Allied Product Manufacturing	0.3%	0.0%	0.0%	0.0%	0.0%
Wood Product Manufacturing	2.5%	0.0%	0.0%	0.0%	0.0%
Paper Manufacturing	1.9%	0.0%	0.0%	0.0%	0.0%
Printing and Related Support Activities	3.3%	0.0%	0.0%	0.0%	0.0%
Petroleum and Coal Products Manufacturing	0.8%	0.0%	0.0%	0.0%	0.0%
Chemical Manufacturing	8.6%	0.0%	0.0%	0.0%	0.0%
Plastics and Rubber Products Manufacturing	6.6%	0.0%	0.0%	0.0%	0.0%
Nonmetallic Mineral Product Manufacturing	3.3%	0.0%	0.0%	0.0%	0.0%
Primary Metal Manufacturing	9.9%	0.0%	0.0%	0.0%	0.0%
Fabricated Metal Product Manufacturing	16.0%	100.0%	0.0%	0.0%	0.0%
Machinery Manufacturing	15.5%	0.0%	100.0%	0.0%	0.0%
Computer and Electronic Product Manufacturing	10.5%	0.0%	0.0%	100.0%	0.0%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	0.0%	0.0%	0.0%	100.0%
Transportation Equipment Manufacturing	4.1%	0.0%	0.0%	0.0%	0.0%
Furniture and Related Product Manufacturing	2.8%	0.0%	0.0%	0.0%	0.0%
Miscellaneous Manufacturing	4.1%	0.0%	0.0%	0.0%	0.0%
Other	0.6%	0.0%	0.0%	0.0%	0.0%

How many years has your organization been in operation?

(N)	361	58	56	38	9
Median	35	40	32	31	32
Average	43	49	44	30	39
75th Percentile	56	57	59	40	52
25th Percentile	21	25	20	15	25

What are your approximate annual revenues?

(N)	341	54	53	36	8
Median	\$9,000,000	\$8,500,000	\$7,000,000	\$7,250,000	\$13,000,000
Average	\$143,859,537	\$41,150,000	\$23,791,509	\$28,664,222	\$15,456,250
75th Percentile	\$22,500,000	\$20,000,000	\$31,000,000	\$23,750,000	\$24,500,000
25th Percentile	\$3,000,000	\$3,375,000	\$3,500,000	\$2,000,000	\$3,750,000

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

How many full-time employees (and equivalents)?

(N)	361	58	55	38	9
Median	47	45	35	37	88
Average	398	186	84	143	79
75th Percentile	140	125	123	101	131
25th Percentile	21	23	19	10	25

What is the age of your organization's chief executive?

(N)	357	58	55	38	9
< 30	0.3%	0.0%	0.0%	0.0%	0.0%
31-40	4.5%	3.5%	7.3%	2.6%	0.0%
41-50	28.6%	25.9%	27.3%	26.3%	66.7%
51-60	41.7%	37.9%	43.6%	44.7%	22.2%
>60	24.9%	32.8%	21.8%	26.3%	11.1%

Do you anticipate a planned succession of leadership in the next five years?

(N)	355	58	55	38	9
Yes	27.0%	29.3%	20.0%	23.7%	0.0%
Maybe	23.9%	25.9%	32.7%	29.0%	22.2%
No	49.0%	44.8%	47.3%	47.4%	77.8%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	361	58	55	38	9
1=Not important	2.2%	5.2%	0.0%	0.0%	0.0%
2	3.3%	1.7%	5.5%	2.6%	0.0%
3	8.9%	10.3%	10.9%	0.0%	11.1%
4	27.2%	37.9%	23.6%	26.3%	22.2%
5=Highly important	58.5%	44.8%	60.0%	71.1%	66.7%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	359	57	55	38	9
1=No progress	5.0%	5.3%	0.0%	2.6%	0.0%
2	12.3%	15.8%	14.6%	10.5%	11.1%
3	36.8%	40.4%	45.5%	31.6%	33.3%
4	33.2%	28.1%	32.7%	34.2%	44.4%
5=World-class	12.8%	10.5%	7.3%	21.1%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Input Measures**What percentage of your workforce is dedicated to new-product development/R&D?**

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
<1%	22.8%	32.1%	18.5%	22.2%
1-5%	43.9%	44.6%	46.3%	33.3%
6-10%	18.0%	17.9%	24.1%	33.3%
>10%	15.2%	5.4%	11.1%	11.1%

What percentage of sales is invested into new-product development/R&D?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
<1%	25.0%	27.6%	27.3%	22.2%
1-5%	46.1%	48.3%	49.1%	44.4%
6-10%	16.9%	15.5%	12.7%	33.3%
>10%	11.9%	8.6%	10.9%	0.0%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
No measurement system per se or reviews	27.5%	29.3%	34.6%	55.6%
Ad hoc monitoring of basic measures and ad hoc reviews	35.3%	37.9%	49.1%	22.2%
Company-specific metrics monitored regularly by operations staff	8.9%	12.1%	5.5%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.2%	8.6%	5.5%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.2%	12.1%	5.5%	0.0%

Output Measures**How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?**

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
<5%	61.0%	69.6%	59.3%	62.5%
5-10%	24.9%	23.2%	24.1%	25.0%
11-20%	7.6%	5.4%	11.1%	12.5%
>20%	6.5%	1.8%	5.6%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	57	55	37	9
<5%	35.0%	42.1%	38.2%	24.3%	44.4%
5-25%	46.2%	40.4%	40.0%	48.7%	55.6%
26-50%	12.0%	15.8%	14.6%	16.2%	0.0%
>50%	6.7%	1.8%	7.3%	10.8%	0.0%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	58	56	38	9
1=Not important	1.7%	6.9%	3.6%	0.0%	0.0%
2	6.4%	3.5%	8.9%	15.8%	11.1%
3	11.9%	6.9%	8.9%	7.9%	11.1%
4	33.7%	36.2%	39.3%	26.3%	44.4%
5=Highly important	46.4%	46.6%	39.3%	50.0%	33.3%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	58	55	38	9
1=No progress	7.8%	8.6%	3.6%	10.5%	0.0%
2	21.7%	15.5%	25.5%	21.1%	22.2%
3	42.5%	48.3%	43.6%	34.2%	55.6%
4	23.3%	22.4%	27.3%	23.7%	22.2%
5=World-class	4.7%	5.2%	0.0%	10.5%	0.0%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	58	55	37	9
<25%	38.9%	48.3%	40.0%	16.2%	44.4%
25-50%	31.4%	25.9%	36.4%	35.1%	44.4%
51-75%	18.3%	12.1%	18.2%	27.0%	11.1%
76-90%	7.8%	6.9%	5.5%	16.2%	0.0%
>90%	3.6%	6.9%	0.0%	5.4%	0.0%

How many formal training hours are devoted annually to each employee?

(N)	360	58	55	37	9
8 or fewer	29.2%	34.5%	30.9%	24.3%	33.3%
9-20	45.3%	34.5%	52.7%	54.1%	55.6%
21-40	16.7%	22.4%	14.6%	13.5%	0.0%
>40	8.9%	8.6%	1.8%	8.1%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	357	58	53	37	9
<1%	31.9%	34.5%	30.2%	29.7%	33.3%
1-5%	43.4%	37.9%	52.8%	43.2%	33.3%
6-10%	17.7%	20.7%	13.2%	24.3%	22.2%
>10%	7.0%	6.9%	3.8%	2.7%	11.1%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	358	58	55	37	9
No measurement system per se or reviews	29.6%	29.3%	27.3%	29.7%	44.4%
Ad hoc monitoring of basic measures and ad hoc reviews	35.2%	34.5%	43.6%	40.5%	33.3%
Company-specific metrics monitored regularly by operations staff	12.6%	10.3%	12.7%	8.1%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	15.6%	15.5%	14.6%	13.5%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	7.0%	10.3%	1.8%	8.1%	0.0%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	345	55	54	34	8
< \$75,000	29.9%	29.1%	24.1%	20.6%	25.0%
\$75,000-\$125,000	42.0%	47.3%	38.9%	50.0%	62.5%
\$125,001-\$175,000	17.4%	18.2%	22.2%	20.6%	0.0%
> \$175,000	10.7%	5.5%	14.8%	8.8%	12.5%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	355	58	54	36	9
0%	9.3%	13.8%	5.6%	11.1%	0.0%
0.1-1%	23.9%	24.1%	37.0%	30.6%	33.3%
1.1-5%	35.8%	29.3%	31.5%	41.7%	44.4%
5.1-10%	21.4%	27.6%	22.2%	11.1%	0.0%
>10%	9.6%	5.2%	3.7%	5.6%	22.2%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	361	58	55	38	9
1=Not important	0.3%	0.0%	0.0%	0.0%	0.0%
2	3.9%	3.5%	7.3%	0.0%	11.1%
3	12.7%	17.2%	27.3%	7.9%	22.2%
4	30.8%	31.0%	23.6%	34.2%	55.6%
5=Highly important	52.4%	48.3%	41.8%	57.9%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Rate your organization's progress toward world-class processes and process improvement:

(N)	361	57	56	38	9
1=No progress	3.1%	5.3%	3.6%	0.0%	0.0%
2	15.2%	12.3%	19.6%	7.9%	33.3%
3	38.8%	45.6%	46.4%	39.5%	22.2%
4	34.6%	26.3%	25.0%	44.7%	44.4%
5=World-class	8.3%	10.5%	5.4%	7.9%	0.0%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	359	58	55	37	9
<26%	33.2%	31.0%	45.5%	35.1%	33.3%
26-50%	24.5%	25.9%	25.5%	18.9%	33.3%
51-75%	19.5%	22.4%	20.0%	10.8%	33.3%
76-99%	15.3%	12.1%	5.5%	27.0%	0.0%
100%	7.5%	8.6%	3.6%	8.1%	0.0%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	357	57	55	37	9
<1%	11.5%	10.5%	14.6%	16.2%	22.2%
1-5%	43.4%	38.6%	40.0%	48.7%	55.6%
6-10%	32.2%	38.6%	34.6%	27.0%	11.1%
>10%	12.9%	12.3%	10.9%	8.1%	11.1%

What best describes your measurement system for reviewing return from process improvements?

(N)	359	57	56	36	9
No measurement system per se or reviews	17.6%	10.5%	21.4%	16.7%	11.1%
Ad hoc monitoring of basic measures and ad hoc reviews	27.6%	24.6%	35.7%	22.2%	55.6%
Company-specific metrics monitored regularly by operations staff	19.5%	33.3%	23.2%	27.8%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	24.2%	22.8%	14.3%	22.2%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	11.1%	8.8%	5.4%	11.1%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	58	54	37	9
<80%	7.0%	3.5%	13.0%	2.7%	22.2%
80-90%	14.0%	24.1%	20.4%	10.8%	11.1%
91-95%	19.8%	22.4%	25.9%	29.7%	44.4%
96-98%	30.7%	29.3%	27.8%	24.3%	0.0%
>98%	28.5%	20.7%	13.0%	32.4%	22.2%

Describe your customers' satisfaction with your overall performance?

(N)	358	58	55	37	9
Threatens to pull business because we don't match the competition	1.4%	0.0%	3.6%	2.7%	0.0%
Indifferent to buying our product or competitors	6.2%	8.6%	5.5%	5.4%	0.0%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	41.4%	52.7%	35.1%	66.7%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	50.0%	38.2%	56.8%	33.3%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	58	54	36	9
<25%	43.3%	46.6%	44.4%	38.9%	33.3%
26-50	37.0%	31.0%	46.3%	38.9%	55.6%
51-75%	12.8%	20.7%	1.9%	16.7%	11.1%
76-99%	4.6%	0.0%	5.6%	5.6%	0.0%
>100%	2.3%	1.7%	1.9%	0.0%	0.0%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	58	56	38	9
1=Not important	4.4%	6.9%	10.7%	2.6%	0.0%
2	10.5%	13.8%	14.3%	10.5%	11.1%
3	20.2%	22.4%	14.3%	21.1%	33.3%
4	31.8%	20.7%	32.1%	34.2%	33.3%
5=Highly important	33.2%	36.2%	28.6%	31.6%	22.2%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	360	58	55	38	9
1=No progress	7.8%	5.2%	5.5%	5.3%	0.0%
2	26.7%	29.3%	43.6%	18.4%	33.3%
3	37.8%	43.1%	32.7%	50.0%	22.2%
4	21.9%	13.8%	16.4%	18.4%	33.3%
5=World-class	5.8%	8.6%	1.8%	7.9%	11.1%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	357	57	55	37	9
<1%	25.5%	31.6%	27.3%	24.3%	11.1%
1-5%	53.5%	47.4%	60.0%	51.4%	77.8%
6-10%	14.0%	15.8%	10.9%	13.5%	0.0%
>10%	7.0%	5.3%	1.8%	10.8%	11.1%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	355	57	54	36	9
<1%	25.6%	14.0%	38.9%	25.0%	22.2%
1-5%	54.1%	64.9%	55.6%	41.7%	66.7%
6-10%	13.8%	15.8%	3.7%	22.2%	11.1%
>10%	6.5%	5.3%	1.9%	11.1%	0.0%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	360	58	56	37	9
No measurement system per se or reviews	24.4%	19.0%	25.0%	24.3%	33.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.0%	36.2%	48.2%	27.0%	33.3%
Company-specific metrics monitored regularly by operations staff	17.8%	27.6%	10.7%	21.6%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.2%	15.5%	12.5%	16.2%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.6%	1.7%	3.6%	10.8%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	357 3.1%	58 6.9%	55 0.0%	37 0.0%	9 0.0%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	34.2%	34.5%	49.1%	40.5%	55.6%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	50.4%	50.0%	47.3%	46.0%	22.2%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories	12.3%	8.6%	3.6%	13.5%	22.2%

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
<10%	356 56.7%	58 70.7%	55 70.9%	37 54.1%	9 55.6%
10-25%	34.0%	20.7%	23.6%	37.8%	44.4%
26-50%	7.6%	6.9%	5.5%	5.4%	0.0%
>50%	1.7%	1.7%	0.0%	2.7%	0.0%

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
Suppliers regularly measured on cost, quality, and delivery performance	351 32.5%	58 32.8%	54 42.6%	34 23.5%	9 66.7%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	11.1%	13.8%	13.0%	11.8%	11.1%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.9%	27.6%	31.5%	29.4%	22.2%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.7%	22.4%	7.4%	23.5%	0.0%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	6.8%	3.5%	5.6%	11.8%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
1=Not important	360 20.8%	58 34.5%	54 35.2%	38 18.4%
2	18.9%	20.7%	18.5%	11.1%
3	28.6%	25.9%	25.9%	26.3%
4	18.9%	17.2%	9.3%	21.1%
5=Highly important	12.8%	1.7%	11.1%	18.4%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
1=No progress	359 25.9%	58 44.8%	54 38.9%	38 18.4%
2	28.7%	24.1%	29.6%	31.6%
3	27.0%	24.1%	24.1%	18.4%
4	13.4%	5.2%	5.6%	15.8%
? 5=World-class	5.0%	1.7%	1.9%	15.8%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
<1%	357 50.1%	58 63.8%	55 61.8%	37 46.0%
1-5%	29.4%	20.7%	25.5%	32.4%
6-10%	10.1%	6.9%	7.3%	10.8%
>10%	10.4%	8.6%	5.5%	10.8%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
<1%	359 59.1%	58 67.2%	55 63.6%	36 41.7%
1-5%	24.2%	19.0%	20.0%	44.4%
6-10%	10.9%	8.6%	9.1%	8.3%
>10%	5.9%	5.2%	7.3%	5.6%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

	Pennsylvania	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
(N)	360	58	56	36	9
No measurement system per se or reviews	57.2%	62.1%	71.4%	50.0%	55.6%
Ad hoc monitoring of basic measures and ad hoc reviews	26.1%	27.6%	25.0%	27.8%	11.1%
Company-specific metrics monitored regularly by operations staff	6.9%	5.2%	0.0%	11.1%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.7%	5.2%	1.8%	8.3%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	1.8%	2.8%	0.0%

Output Measures

What is your annual reduction in energy per unit of product output?

	Pennsylvania	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
(N)	354	58	52	37	9
<10%	84.8%	93.1%	96.2%	78.4%	88.9%
10-25%	14.1%	6.9%	3.9%	16.2%	11.1%
26-50%	1.1%	0.0%	0.0%	5.4%	0.0%
>50%	0.0%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

	Pennsylvania	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
(N)	353	58	52	37	9
<10%	79.3%	89.7%	90.4%	70.3%	88.9%
10-25%	15.3%	3.5%	5.8%	24.3%	11.1%
26-50%	4.3%	6.9%	3.9%	2.7%	0.0%
>50%	1.1%	0.0%	0.0%	2.7%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

	Pennsylvania	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing
(N)	354	58	53	36	9
<50%	60.2%	65.5%	75.5%	72.2%	66.7%
51-75%	10.5%	6.9%	7.6%	5.6%	0.0%
76-89%	7.1%	8.6%	5.7%	11.1%	11.1%
90-99%	13.8%	10.3%	9.4%	5.6%	22.2%
100%	8.5%	8.6%	1.9%	5.6%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
1=Not important	360 17.5%	58 13.8%	56 14.3%	36 13.9%	9 22.2%
2	18.3%	24.1%	19.6%	16.7%	0.0%
3	16.9%	25.9%	8.9%	8.3%	33.3%
4	20.8%	17.2%	17.9%	19.4%	22.2%
5=Highly important	26.4%	19.0%	39.3%	41.7%	22.2%

Rate your organization's progress toward becoming a world-class global player:

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
1=No progress	360 25.3%	58 24.1%	55 21.8%	37 18.9%	9 33.3%
2	27.5%	27.6%	27.3%	24.3%	33.3%
3	21.7%	22.4%	20.0%	24.3%	22.2%
4	18.3%	22.4%	21.8%	21.6%	11.1%
5=World-class	7.2%	3.5%	9.1%	10.8%	0.0%

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
0%	358 54.8%	57 64.9%	55 43.6%	37 51.4%	9 55.6%
1-25%	39.1%	31.6%	45.5%	46.0%	44.4%
26-50%	4.5%	0.0%	7.3%	2.7%	0.0%
>50%	1.7%	3.5%	3.6%	0.0%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing	
No measurement system per se or reviews	356 55.9%	56 60.7%	54 46.3%	37 46.0%	9 66.7%
Ad hoc monitoring of basic measures and ad hoc reviews	20.5%	10.7%	31.5%	13.5%	11.1%
Company-specific metrics monitored regularly by operations staff	8.7%	23.2%	5.6%	13.5%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	11.8%	5.4%	11.1%	18.9%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	5.6%	8.1%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	357	58	52	37	9
<25%	74.0%	82.8%	61.5%	64.9%	77.8%
26-50%	17.9%	12.1%	21.2%	27.0%	22.2%
51-100%	5.3%	1.7%	9.6%	8.1%	0.0%
>100%	2.8%	3.5%	7.7%	0.0%	0.0%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	355	57	52	37	9
0	53.5%	64.9%	44.2%	48.7%	44.4%
1-5	33.8%	28.1%	42.3%	37.8%	55.6%
6-10	5.9%	1.8%	5.8%	0.0%	0.0%
>10	6.8%	5.3%	7.7%	13.5%	0.0%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	356	58	51	37	9
0	50.3%	60.3%	29.4%	40.5%	66.7%
1-5	32.0%	19.0%	49.0%	37.8%	22.2%
6-10	5.6%	6.9%	9.8%	2.7%	0.0%
>10	12.1%	13.8%	11.8%	18.9%	11.1%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	356	58	53	37	9
1=No support	9.8%	15.5%	9.4%	10.8%	11.1%
2	19.9%	15.5%	20.8%	16.2%	11.1%
3	32.0%	36.2%	37.7%	35.1%	33.3%
4	26.1%	22.4%	28.3%	24.3%	44.4%
5=Full support	12.1%	10.3%	3.8%	13.5%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Fabricated Metal Product Manufacturing	Machinery Manufacturing	Computer and Electronic Product Manufacturing	Electrical Equipment, Appliance, and Component Manufacturing

Engaged people/Human-capital acquisition, development and retention

(N)	356	58	53	37	9
1=No support	7.9%	10.3%	11.3%	8.1%	11.1%
2	19.4%	15.5%	17.0%	18.9%	11.1%
3	33.2%	27.6%	41.5%	35.1%	33.3%
4	28.1%	27.6%	28.3%	24.3%	44.4%
5=Full support	11.5%	19.0%	1.9%	13.5%	0.0%

Superior processes/Improvement focus

(N)	356	58	54	37	9
1=No support	7.9%	10.3%	7.4%	8.1%	11.1%
2	16.0%	15.5%	18.5%	10.8%	22.2%
3	28.4%	20.7%	35.2%	32.4%	22.2%
4	31.2%	29.3%	33.3%	29.7%	33.3%
5=Full support	16.6%	24.1%	5.6%	18.9%	11.1%

Supply-chain management and collaboration

(N)	349	57	53	34	9
1=No support	11.2%	10.5%	13.2%	8.8%	11.1%
2	23.8%	21.1%	34.0%	14.7%	11.1%
3	31.2%	31.6%	30.2%	23.5%	44.4%
4	24.4%	24.6%	18.9%	41.2%	33.3%
5=Full support	9.5%	12.3%	3.8%	11.8%	0.0%

Green/Sustainability

(N)	353	57	54	36	9
1=No support	15.6%	22.8%	14.8%	13.9%	22.2%
2	31.2%	24.6%	38.9%	19.4%	11.1%
3	32.0%	29.8%	35.2%	27.8%	44.4%
4	14.5%	17.5%	9.3%	22.2%	22.2%
5=Full support	6.8%	5.3%	1.9%	16.7%	0.0%

Global engagement

(N)	351	58	52	36	8
1=No support	14.3%	19.0%	7.7%	8.3%	25.0%
2	29.1%	32.8%	28.9%	16.7%	12.5%
3	30.2%	22.4%	42.3%	30.6%	50.0%
4	17.1%	19.0%	13.5%	27.8%	12.5%
5=Full support	9.4%	6.9%	7.7%	16.7%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

PROFILE**Which of the following describes your organization?**

(N)	355	14	9	15	8
Company	83.4%	78.6%	77.8%	93.3%	87.5%
Division/unit of a larger company	16.6%	21.4%	22.2%	6.7%	12.5%

Product Category

(N)	362	15	10	15	9
Food Manufacturing	2.8%	0.0%	0.0%	0.0%	0.0%
Beverage and Tobacco Product Manufacturing	0.6%	0.0%	0.0%	0.0%	22.2%
Textile Mills	1.7%	0.0%	0.0%	0.0%	0.0%
Textile Product Mills	0.3%	0.0%	0.0%	0.0%	11.1%
Apparel Manufacturing	1.4%	0.0%	0.0%	0.0%	0.0%
Leather and Allied Product Manufacturing	0.3%	0.0%	0.0%	0.0%	11.1%
Wood Product Manufacturing	2.5%	0.0%	0.0%	0.0%	0.0%
Paper Manufacturing	1.9%	0.0%	0.0%	0.0%	0.0%
Printing and Related Support Activities	3.3%	0.0%	0.0%	0.0%	0.0%
Petroleum and Coal Products Manufacturing	0.8%	0.0%	0.0%	0.0%	33.3%
Chemical Manufacturing	8.6%	0.0%	0.0%	0.0%	0.0%
Plastics and Rubber Products Manufacturing	6.6%	0.0%	0.0%	0.0%	0.0%
Nonmetallic Mineral Product Manufacturing	3.3%	0.0%	0.0%	0.0%	0.0%
Primary Metal Manufacturing	9.9%	0.0%	0.0%	0.0%	0.0%
Fabricated Metal Product Manufacturing	16.0%	0.0%	0.0%	0.0%	0.0%
Machinery Manufacturing	15.5%	0.0%	0.0%	0.0%	0.0%
Computer and Electronic Product Manufacturing	10.5%	0.0%	0.0%	0.0%	0.0%
Electrical Equipment, Appliance, and Component Manufacturing	2.5%	0.0%	0.0%	0.0%	0.0%
Transportation Equipment Manufacturing	4.1%	100.0%	0.0%	0.0%	0.0%
Furniture and Related Product Manufacturing	2.8%	0.0%	100.0%	0.0%	0.0%
Miscellaneous Manufacturing	4.1%	0.0%	0.0%	100.0%	0.0%
Other	0.6%	0.0%	0.0%	0.0%	22.2%

How many years has your organization been in operation?

(N)	361	15	10	15	9
Median	35	35	55	40	36
Average	43	42	61	49	51
75th Percentile	56	58	71	72	88
25th Percentile	21	26	40	32	20

What are your approximate annual revenues?

(N)	341	11	10	13	9
Median	\$9,000,000	\$10,000,000	\$5,700,000	\$7,000,000	\$6,000,000
Average	\$143,859,537	\$39,427,273	\$8,391,000	\$22,076,923	\$114,555,556
75th Percentile	\$22,500,000	\$85,000,000	\$15,750,000	\$25,000,000	\$156,500,000
25th Percentile	\$3,000,000	\$6,000,000	\$1,437,500	\$3,800,000	\$2,250,000

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

How many full-time employees (and equivalents)?

(N)	361	15	10	15	9
Median	47	58	65	47	34
Average	398	108	120	155	259
75th Percentile	140	124	180	275	475
25th Percentile	21	30	21	22	15

What is the age of your organization's chief executive?

(N)	357	14	10	13	9
< 30	0.3%	0.0%	0.0%	0.0%	0.0%
31-40	4.5%	7.1%	0.0%	0.0%	0.0%
41-50	28.6%	28.6%	20.0%	7.7%	33.3%
51-60	41.7%	50.0%	50.0%	46.2%	55.6%
>60	24.9%	14.3%	30.0%	46.2%	11.1%

Do you anticipate a planned succession of leadership in the next five years?

(N)	355	13	10	14	9
Yes	27.0%	46.2%	40.0%	21.4%	44.4%
Maybe	23.9%	0.0%	30.0%	28.6%	33.3%
No	49.0%	53.9%	30.0%	50.0%	22.2%

CUSTOMER-FOCUSED INNOVATION

Rate the importance of customer-focused innovation to your organization's success over the next five years:

(N)	361	15	10	15	9
1=Not important	2.2%	0.0%	20.0%	0.0%	0.0%
2	3.3%	0.0%	10.0%	6.7%	11.1%
3	8.9%	0.0%	20.0%	26.7%	0.0%
4	27.2%	33.3%	10.0%	26.7%	11.1%
5=Highly important	58.5%	66.7%	40.0%	40.0%	77.8%

Rate your organization's progress toward world-class customer-focused innovation:

(N)	359	15	10	15	9
1=No progress	5.0%	0.0%	30.0%	6.7%	11.1%
2	12.3%	0.0%	10.0%	26.7%	11.1%
3	36.8%	40.0%	40.0%	33.3%	22.2%
4	33.2%	53.3%	10.0%	33.3%	44.4%
5=World-class	12.8%	6.7%	10.0%	0.0%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Input Measures

What percentage of your workforce is dedicated to new-product development/R&D?

(N)	355	14	10	15	8
<1%	22.8%	14.3%	50.0%	26.7%	12.5%
1-5%	43.9%	64.3%	40.0%	53.3%	37.5%
6-10%	18.0%	7.1%	0.0%	6.7%	0.0%
>10%	15.2%	14.3%	10.0%	13.3%	50.0%

What percentage of sales is invested into new-product development/R&D?

(N)	360	15	10	15	9
<1%	25.0%	20.0%	40.0%	26.7%	0.0%
1-5%	46.1%	60.0%	40.0%	53.3%	55.6%
6-10%	16.9%	6.7%	10.0%	6.7%	33.3%
>10%	11.9%	13.3%	10.0%	13.3%	11.1%

What best describes your measurement system for reviewing return from custom-focused innovation?

(N)	360	15	10	15	9
No measurement system per se or reviews	27.5%	20.0%	40.0%	26.7%	0.0%
Ad hoc monitoring of basic measures and ad hoc reviews	35.3%	6.7%	30.0%	33.3%	22.2%
Company-specific metrics monitored regularly by operations staff	8.9%	6.7%	10.0%	13.3%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	19.2%	53.3%	20.0%	6.7%	55.6%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	9.2%	13.3%	0.0%	20.0%	22.2%

Output Measures

How many new products as a percentage of total SKUs are launched annually (count only new SKUs, not a product iteration or line extension)?

(N)	354	15	10	15	9
<5%	61.0%	66.7%	70.0%	46.7%	33.3%
5-10%	24.9%	26.7%	30.0%	33.3%	55.6%
11-20%	7.6%	0.0%	0.0%	13.3%	0.0%
>20%	6.5%	6.7%	0.0%	6.7%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Approximately what percentage of annual sales are derived from products introduced in the past three years?

(N)	357	15	9	15	9
<5%	35.0%	6.7%	55.6%	33.3%	11.1%
5-25%	46.2%	80.0%	33.3%	60.0%	77.8%
26-50%	12.0%	0.0%	11.1%	6.7%	0.0%
>50%	6.7%	13.3%	0.0%	0.0%	11.1%

ENGAGED PEOPLE/HUMAN-CAPITAL ACQUISITION, DEVELOPMENT AND RETENTION

Rate the importance of human-capital acquisition, development and retention to your organization's success over the next five years:

(N)	362	15	10	15	9
1=Not important	1.7%	0.0%	0.0%	0.0%	0.0%
2	6.4%	6.7%	0.0%	13.3%	11.1%
3	11.9%	26.7%	10.0%	26.7%	0.0%
4	33.7%	26.7%	50.0%	20.0%	33.3%
5=Highly important	46.4%	40.0%	40.0%	40.0%	55.6%

Rate your organization's progress toward world-class human-capital acquisition, development and retention:

(N)	360	15	10	15	9
1=No progress	7.8%	0.0%	10.0%	13.3%	11.1%
2	21.7%	26.7%	40.0%	26.7%	22.2%
3	42.5%	40.0%	40.0%	33.3%	44.4%
4	23.3%	20.0%	10.0%	20.0%	11.1%
5=World-class	4.7%	13.3%	0.0%	6.7%	11.1%

Input Measures

What percentage of employees regularly participate in empowered work teams (i.e., make decisions without supervisor approval)?

(N)	360	15	10	15	9
<25%	38.9%	33.3%	40.0%	46.7%	44.4%
25-50%	31.4%	40.0%	30.0%	33.3%	11.1%
51-75%	18.3%	20.0%	30.0%	6.7%	22.2%
76-90%	7.8%	6.7%	0.0%	6.7%	22.2%
>90%	3.6%	0.0%	0.0%	6.7%	0.0%

How many formal training hours are devoted annually to each employee?

(N)	360	15	10	15	9
8 or fewer	29.2%	40.0%	40.0%	26.7%	11.1%
9-20	45.3%	20.0%	50.0%	26.7%	55.6%
21-40	16.7%	26.7%	10.0%	33.3%	22.2%
>40	8.9%	13.3%	0.0%	13.3%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

What percentage of employees are dedicated to assessing and upgrading your organization's talent pool?

(N)	357	15	10	15	9
<1%	31.9%	33.3%	20.0%	26.7%	33.3%
1-5%	43.4%	46.7%	40.0%	53.3%	22.2%
6-10%	17.7%	13.3%	40.0%	13.3%	33.3%
>10%	7.0%	6.7%	0.0%	6.7%	11.1%

What best describes your measurement system for reviewing return from human-capital acquisition, development and retention?

(N)	358	15	10	15	9
No measurement system per se or reviews	29.6%	33.3%	30.0%	46.7%	33.3%
Ad hoc monitoring of basic measures and ad hoc reviews	35.2%	26.7%	30.0%	26.7%	33.3%
Company-specific metrics monitored regularly by operations staff	12.6%	13.3%	20.0%	6.7%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	15.6%	6.7%	10.0%	13.3%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	7.0%	20.0%	10.0%	6.7%	11.1%

Output Measures

What is your value-added per employee ([sales – cost of materials] ÷ number of employees)?

(N)	345	14	10	15	9
< \$75,000	29.9%	28.6%	40.0%	33.3%	22.2%
\$75,000-\$125,000	42.0%	21.4%	60.0%	33.3%	33.3%
\$125,001-\$175,000	17.4%	35.7%	0.0%	33.3%	11.1%
> \$175,000	10.7%	14.3%	0.0%	0.0%	33.3%

What is your organization's annual labor turnover rate (number of voluntary and involuntary separations ÷ typical staffing level)?

(N)	355	15	10	14	9
0%	9.3%	20.0%	0.0%	0.0%	0.0%
0.1-1%	23.9%	6.7%	30.0%	21.4%	33.3%
1.1-5%	35.8%	26.7%	30.0%	28.6%	22.2%
5.1-10%	21.4%	33.3%	20.0%	35.7%	22.2%
>10%	9.6%	13.3%	20.0%	14.3%	22.2%

SUPERIOR PROCESSES/IMPROVEMENT FOCUS

Rate the importance of process improvement to your organization's success over the next five years:

(N)	361	15	10	15	9
1=Not important	0.3%	0.0%	0.0%	0.0%	0.0%
2	3.9%	0.0%	0.0%	0.0%	0.0%
3	12.7%	6.7%	0.0%	13.3%	11.1%
4	30.8%	60.0%	30.0%	33.3%	11.1%
5=Highly important	52.4%	33.3%	70.0%	53.3%	77.8%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Rate your organization's progress toward world-class processes and process improvement:

(N)	361	15	10	15	9
1=No progress	3.1%	0.0%	10.0%	0.0%	0.0%
2	15.2%	0.0%	20.0%	13.3%	22.2%
3	38.8%	33.3%	30.0%	46.7%	44.4%
4	34.6%	60.0%	30.0%	33.3%	11.1%
5=World-class	8.3%	6.7%	10.0%	6.7%	22.2%

Input Measures

What percentage of your workforce has been fully engaged in your organization's specific improvement method/approach?

(N)	359	15	10	15	9
<26%	33.2%	20.0%	30.0%	26.7%	11.1%
26-50%	24.5%	20.0%	40.0%	20.0%	22.2%
51-75%	19.5%	26.7%	10.0%	33.3%	44.4%
76-99%	15.3%	13.3%	10.0%	13.3%	11.1%
100%	7.5%	20.0%	10.0%	6.7%	11.1%

What is your organization's investment in capital equipment as a percentage of sales (three-year average)?

(N)	357	15	10	15	9
<1%	11.5%	13.3%	20.0%	0.0%	0.0%
1-5%	43.4%	46.7%	60.0%	20.0%	44.4%
6-10%	32.2%	26.7%	10.0%	46.7%	55.6%
>10%	12.9%	13.3%	10.0%	33.3%	0.0%

What best describes your measurement system for reviewing return from process improvements?

(N)	359	15	10	15	9
No measurement system per se or reviews	17.6%	26.7%	30.0%	26.7%	22.2%
Ad hoc monitoring of basic measures and ad hoc reviews	27.6%	13.3%	40.0%	20.0%	0.0%
Company-specific metrics monitored regularly by operations staff	19.5%	13.3%	10.0%	20.0%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	24.2%	20.0%	10.0%	26.7%	44.4%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	11.1%	26.7%	10.0%	6.7%	22.2%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Output Measures

What percentage of deliveries reach customers in perfect order (on time, high quality, to all customer specifications)?

(N)	358	15	10	15	9
<80%	7.0%	6.7%	10.0%	0.0%	11.1%
80-90%	14.0%	20.0%	20.0%	20.0%	0.0%
91-95%	19.8%	13.3%	10.0%	6.7%	11.1%
96-98%	30.7%	20.0%	40.0%	26.7%	22.2%
>98%	28.5%	40.0%	20.0%	46.7%	55.6%

Describe your customers' satisfaction with your overall performance?

(N)	358	15	10	15	9
Threatens to pull business because we don't match the competition	1.4%	0.0%	0.0%	0.0%	0.0%
Indifferent to buying our product or competitors	6.2%	13.3%	0.0%	6.7%	0.0%
Preference for our products by virtue of price, quality, and delivery performance	43.3%	40.0%	60.0%	40.0%	33.3%
Strong loyalty to our products due to ongoing trust in our organization's people and capabilities	49.2%	46.7%	40.0%	53.3%	66.7%

By what percentage has productivity (i.e., value add) improved over the past three years?

(N)	351	14	10	15	9
<25%	43.3%	35.7%	50.0%	33.3%	55.6%
26-50	37.0%	42.9%	50.0%	40.0%	33.3%
51-75%	12.8%	7.1%	0.0%	20.0%	11.1%
76-99%	4.6%	14.3%	0.0%	6.7%	0.0%
>100%	2.3%	0.0%	0.0%	0.0%	0.0%

SUPPLY-CHAIN MANAGEMENT & COLLABORATION

Rate the importance of supply-chain management and collaboration to your organization's success over the next five years:

(N)	362	15	10	15	9
1=Not important	4.4%	6.7%	10.0%	6.7%	0.0%
2	10.5%	6.7%	10.0%	0.0%	0.0%
3	20.2%	26.7%	0.0%	26.7%	22.2%
4	31.8%	40.0%	40.0%	40.0%	22.2%
5=Highly important	33.2%	20.0%	40.0%	26.7%	55.6%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Rate your organization's progress toward world-class supply-chain management and collaboration:

(N)	360	15	10	15	9
1=No progress	7.8%	6.7%	10.0%	6.7%	11.1%
2	26.7%	26.7%	40.0%	13.3%	11.1%
3	37.8%	26.7%	20.0%	53.3%	33.3%
4	21.9%	26.7%	30.0%	26.7%	22.2%
5=World-class	5.8%	13.3%	0.0%	0.0%	22.2%

Input Measures

What percentage of your workforce is dedicated to supply-chain and partner development, management, and collaboration?

(N)	357	15	10	15	9
<1%	25.5%	20.0%	40.0%	26.7%	11.1%
1-5%	53.5%	66.7%	40.0%	53.3%	22.2%
6-10%	14.0%	13.3%	0.0%	13.3%	55.6%
>10%	7.0%	0.0%	20.0%	6.7%	11.1%

What is your organization's investment in information technologies (hardware and software) as a percentage of sales (three-year average)?

(N)	355	15	10	14	9
<1%	25.6%	20.0%	40.0%	14.3%	0.0%
1-5%	54.1%	46.7%	30.0%	57.1%	66.7%
6-10%	13.8%	26.7%	20.0%	14.3%	33.3%
>10%	6.5%	6.7%	10.0%	14.3%	0.0%

What best describes your measurement system for reviewing return from supply-chain management and collaboration?

(N)	360	15	10	15	9
No measurement system per se or reviews	24.4%	13.3%	40.0%	26.7%	11.1%
Ad hoc monitoring of basic measures and ad hoc reviews	35.0%	20.0%	40.0%	33.3%	33.3%
Company-specific metrics monitored regularly by operations staff	17.8%	13.3%	0.0%	6.7%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff	17.2%	33.3%	10.0%	33.3%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	5.6%	20.0%	10.0%	0.0%	22.2%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Output Measures

What best describes your end-to-end supply chain's ability to respond to unexpected customer demand for existing products?

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other
357	15	10	15	8
Major delays communicating demand signal throughout chain and most suppliers struggle to efficiently meet demand - standard delivery times dramatically exceeded and/or excessive inventory	3.1%	6.7%	0.0%	0.0%
Minor delays in communicating demand signal throughout chain and some suppliers struggle to efficiently meet demand - standard delivery time exceeded and/or too much inventory	34.2%	46.7%	20.0%	25.0%
Efficient communication of demand signal throughout chain with most suppliers efficiently satisfying demand - standard delivery times nearly met and right-sized inventories	50.4%	33.3%	80.0%	62.5%
Real-time communication of demand signal and entire supply chain flexible to demand spikes - standard delivery times consistently met and just-in-time inventories	12.3%	13.3%	0.0%	12.5%

By approximately what percentage has total value of inventory throughout the supply chain for your primary product (furthest supplier to end customer) been reduced over the last three years?

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other
356	15	10	14	8
<10%	56.7%	40.0%	42.9%	25.0%
10-25%	34.0%	20.0%	28.6%	75.0%
26-50%	7.6%	6.7%	21.4%	0.0%
>50%	1.7%	6.7%	7.1%	0.0%

How is your supply chain a competitive advantage in terms of flexibility and speed to the marketplace?

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other
351	15	10	15	8
Suppliers regularly measured on cost, quality, and delivery performance	32.5%	20.0%	70.0%	0.0%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost	11.1%	13.3%	0.0%	12.5%
Suppliers regularly measured on cost, quality, and delivery performance as well as total acquisition cost and "soft" qualities (e.g., trust, flexibility)	31.9%	40.0%	0.0%	12.5%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts	17.7%	26.7%	30.0%	37.5%
Strategic suppliers and customers are active participants in our operations, continuous improvement, and product development efforts and participate fully in strategic planning and identifying and responding to new markets	6.8%	0.0%	0.0%	37.5%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

GREEN/SUSTAINABILITY

Rate the importance of Green/Sustainability to your organization's success over the next five years:

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other	
1=Not important	360 20.8%	15 26.7%	10 20.0%	15 13.3%	9 0.0%
2	18.9%	13.3%	10.0%	40.0%	11.1%
3	28.6%	46.7%	10.0%	33.3%	22.2%
4	18.9%	6.7%	20.0%	13.3%	55.6%
5=Highly important	12.8%	6.7%	40.0%	0.0%	11.1%

Rate your organization's progress toward world-class Green/Sustainability:

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other	
1=No progress	359 25.9%	15 20.0%	10 30.0%	15 6.7%	9 0.0%
2	28.7%	46.7%	20.0%	60.0%	22.2%
3	27.0%	26.7%	20.0%	20.0%	55.6%
4	13.4%	6.7%	20.0%	13.3%	11.1%
? 5=World-class	5.0%	0.0%	10.0%	0.0%	11.1%

Input Measures

What percentage of your workforce is dedicated to reducing energy, material, or emissions in your operations?

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other	
<1%	357 50.1%	15 46.7%	10 70.0%	15 53.3%	9 22.2%
1-5%	29.4%	40.0%	10.0%	33.3%	33.3%
6-10%	10.1%	6.7%	10.0%	13.3%	22.2%
>10%	10.4%	6.7%	10.0%	0.0%	22.2%

What percentage of the workforce is dedicated to Green products (product and packaging impact, green products and markets)?

(N)	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other	
<1%	359 59.1%	15 66.7%	10 60.0%	15 66.7%	9 22.2%
1-5%	24.2%	20.0%	20.0%	20.0%	22.2%
6-10%	10.9%	6.7%	20.0%	13.3%	44.4%
>10%	5.9%	6.7%	0.0%	0.0%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

What best describes your measurement system for reviewing return from Green/Sustainability efforts?

(N)	360	15	10	15	9
No measurement system per se or reviews	57.2%	73.3%	70.0%	46.7%	22.2%
Ad hoc monitoring of basic measures and ad hoc reviews	26.1%	0.0%	20.0%	33.3%	44.4%
Company-specific metrics monitored regularly by operations staff	6.9%	6.7%	0.0%	13.3%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff	6.7%	20.0%	0.0%	6.7%	11.1%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	10.0%	0.0%	11.1%

Output Measures

What is your annual reduction in energy per unit of product output?

(N)	354	14	10	15	7
<10%	84.8%	78.6%	90.0%	86.7%	71.4%
10-25%	14.1%	21.4%	10.0%	13.3%	28.6%
26-50%	1.1%	0.0%	0.0%	0.0%	0.0%
>50%	0.0%	0.0%	0.0%	0.0%	0.0%

What is your annual reduction in usage of non-recycled material per unit of product output?

(N)	353	14	10	15	7
<10%	79.3%	92.9%	80.0%	80.0%	57.1%
10-25%	15.3%	7.1%	20.0%	13.3%	42.9%
26-50%	4.3%	0.0%	0.0%	0.0%	0.0%
>50%	1.1%	0.0%	0.0%	6.7%	0.0%

What percentage of your products (by sales volume) are completely recyclable/reusable?

(N)	354	15	10	14	8
<50%	60.2%	86.7%	80.0%	64.3%	12.5%
51-75%	10.5%	6.7%	10.0%	0.0%	50.0%
76-89%	7.1%	0.0%	0.0%	14.3%	12.5%
90-99%	13.8%	0.0%	10.0%	7.1%	12.5%
100%	8.5%	6.7%	0.0%	14.3%	12.5%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

GLOBAL ENGAGEMENT

Rate the importance of global engagement to your organization's success over the next five years:

(N)	360	15	10	15	9
1=Not important	17.5%	20.0%	10.0%	26.7%	33.3%
2	18.3%	20.0%	30.0%	6.7%	22.2%
3	16.9%	26.7%	30.0%	6.7%	11.1%
4	20.8%	26.7%	10.0%	33.3%	22.2%
5=Highly important	26.4%	6.7%	20.0%	26.7%	11.1%

Rate your organization's progress toward becoming a world-class global player:

(N)	360	15	10	15	9
1=No progress	25.3%	26.7%	40.0%	26.7%	44.4%
2	27.5%	13.3%	30.0%	26.7%	22.2%
3	21.7%	26.7%	30.0%	13.3%	22.2%
4	18.3%	26.7%	0.0%	20.0%	11.1%
5=World-class	7.2%	6.7%	0.0%	13.3%	0.0%

Input Measures

What percentage of your total direct workforce is located overseas and/or located domestically and responsible for global business activities?

(N)	358	15	10	15	9
0%	54.8%	40.0%	70.0%	40.0%	55.6%
1-25%	39.1%	60.0%	20.0%	53.3%	44.4%
26-50%	4.5%	0.0%	0.0%	6.7%	0.0%
>50%	1.7%	0.0%	10.0%	0.0%	0.0%

What best describes your measurement system for reviewing return from global engagement?

(N)	356	15	10	15	9
No measurement system per se or reviews	55.9%	53.3%	70.0%	26.7%	55.6%
Ad hoc monitoring of basic measures and ad hoc reviews	20.5%	26.7%	10.0%	33.3%	22.2%
Company-specific metrics monitored regularly by operations staff	8.7%	0.0%	10.0%	26.7%	0.0%
Regular monitoring and review of company-specific metrics by CEO and senior staff	11.8%	20.0%	10.0%	13.3%	22.2%
Regular monitoring and review of company-specific metrics by CEO and senior staff and transparency and clarity throughout the organization	3.1%	0.0%	0.0%	0.0%	0.0%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Output Measures

By what percentage has dollar volume of sales outside the United States changed over the past three years?

(N)	357	15	10	15	9
<25%	74.0%	80.0%	100.0%	60.0%	66.7%
26-50%	17.9%	6.7%	0.0%	33.3%	33.3%
51-100%	5.3%	13.3%	0.0%	6.7%	0.0%
>100%	2.8%	0.0%	0.0%	0.0%	0.0%

In how many countries outside of the United States does your organization operate or partner in production facilities?

(N)	355	15	10	15	9
0	53.5%	53.3%	70.0%	40.0%	66.7%
1-5	33.8%	26.7%	30.0%	40.0%	11.1%
6-10	5.9%	13.3%	0.0%	6.7%	0.0%
>10	6.8%	6.7%	0.0%	13.3%	22.2%

In how many countries outside of the United States does your organization have sales and/or distribution facilities?

(N)	356	15	10	15	9
0	50.3%	46.7%	70.0%	33.3%	33.3%
1-5	32.0%	33.3%	30.0%	60.0%	22.2%
6-10	5.6%	6.7%	0.0%	0.0%	0.0%
>10	12.1%	13.3%	0.0%	6.7%	44.4%

GOING FORWARD

To what extent does the geographic region in your state have the support services, peer groups, training opportunities and resources available to support the following?

Customer-focused innovation

(N)	356	15	10	15	9
1=No support	9.8%	20.0%	10.0%	6.7%	0.0%
2	19.9%	33.3%	10.0%	13.3%	33.3%
3	32.0%	20.0%	50.0%	26.7%	11.1%
4	26.1%	20.0%	0.0%	46.7%	44.4%
5=Full support	12.1%	6.7%	30.0%	6.7%	11.1%

Pennsylvania	Pennsylvania Respondents by Product Type			
	Transportation Equipment Manufacturing	Furniture and Related Product Manufacturing	Miscellaneous Manufacturing	Other

Engaged people/Human-capital acquisition, development and retention

(N)	356	15	10	15	9
1=No support	7.9%	20.0%	0.0%	6.7%	11.1%
2	19.4%	20.0%	10.0%	6.7%	22.2%
3	33.2%	33.3%	60.0%	46.7%	44.4%
4	28.1%	20.0%	10.0%	26.7%	11.1%
5=Full support	11.5%	6.7%	20.0%	13.3%	11.1%

Superior processes/Improvement focus

(N)	356	15	10	15	9
1=No support	7.9%	13.3%	0.0%	13.3%	11.1%
2	16.0%	26.7%	20.0%	13.3%	22.2%
3	28.4%	20.0%	40.0%	26.7%	33.3%
4	31.2%	33.3%	20.0%	33.3%	22.2%
5=Full support	16.6%	6.7%	20.0%	13.3%	11.1%

Supply-chain management and collaboration

(N)	349	15	10	15	8
1=No support	11.2%	26.7%	0.0%	13.3%	12.5%
2	23.8%	33.3%	20.0%	26.7%	25.0%
3	31.2%	13.3%	40.0%	20.0%	25.0%
4	24.4%	26.7%	20.0%	33.3%	25.0%
5=Full support	9.5%	0.0%	20.0%	6.7%	12.5%

Green/Sustainability

(N)	353	15	10	15	9
1=No support	15.6%	20.0%	10.0%	20.0%	11.1%
2	31.2%	66.7%	20.0%	33.3%	22.2%
3	32.0%	6.7%	50.0%	26.7%	44.4%
4	14.5%	6.7%	20.0%	20.0%	11.1%
5=Full support	6.8%	0.0%	0.0%	0.0%	11.1%

Global engagement

(N)	351	15	10	15	9
1=No support	14.3%	26.7%	10.0%	6.7%	33.3%
2	29.1%	40.0%	20.0%	40.0%	22.2%
3	30.2%	20.0%	50.0%	33.3%	11.1%
4	17.1%	6.7%	20.0%	20.0%	11.1%
5=Full support	9.4%	6.7%	0.0%	0.0%	22.2%